



ROCK TO THE FUTURE

Strategic Business Plan 2020-2023

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In the ten years since Jessica and Josh Craft founded Rock to the Future with just 13 students, we have grown organically in response to community needs, and serve hundreds of youth each year through the MusiCore After School, MobileMusic, and summer camp programs. Youth travel from all over Philadelphia to attend our locations in Germantown and Kensington.

While there are other programs that offer musical instruction, the instruction is generally classical music based and/or there is usually a cost associated. Modern band programming is generally limited to specific specialty schools and is not accessible for students outside of those schools. Our additional components of original songwriting, recording in professional recording studios, and performing in incredible local venues is unique. Additionally, Rock to the Future's MusiCore program pairs modern band instruction with direct academic support, mentoring, and post-secondary education support. The programs are completely free, meals are provided, transportation is provided, there are no auditions or experience necessary, and many students receive an instrument to keep. Our nurturing and judgement free environment provides a support system which many students may lack at home or in school. Our staff members receive training in trauma informed practices, classroom management, cultural competencies, and restorative practices so they are prepared to be mentors in not only music but in life.

As a result of a 6 month planning process, we now aim to grow strategically. We surveyed the needs of our community, assessed our capacity, identified our strengths, challenges, and opportunities, and envisioned our future. At each step, we asked ourselves difficult questions and invited others into the conversation; we were critical of our work, and challenged our assumptions and each other. Above all, we were intentional in our desire to be bold and ambitious, as well as realistic and practical.

Rock to the Future is proud to present this strategic plan. Our core includes an updated vision, values, and mission statements to articulate who we are, who want to be, and why we do what we do. Implementation of this plan will make us more effective, more efficient, and more engaged in our community and in our operations.. We invite you to join us.

We are grateful to all those who lent their support and voices to this project. This strategic plan would not have been possible without the generous support of the Robert Wood Johnson Foundation, nor without our many community stakeholders who shared feedback along the way.

Pamela Tudor, Chair of the Board

Jessica Craft, Chief Executive Officer

The Board and staff approve the phased implementation of eight strategic recommendations:

1. Programs & Services: We will address the needs of children and youth through our school-based, out-of-school time, summer camp, and online programs by enhancing our programs to further engage students and guardians, improving our evaluation process to better demonstrate impact, and utilize partner relationships.
2. Governance: We will continue to strengthen our Board of Directors by enhancing systems to recruit individuals with diverse perspectives, orient, and mentor members to help the Board evolve its fundraising and strategic governance role.
3. Human Resources: We will strengthen human resources operations by enhancing systems to recruit, orient, and mentor staff, improving policies, and centralizing human resources under one role.
4. Resource Development: We will develop a comprehensive fundraising plan with measurable outcomes that enhances and diversifies funding streams; the plan will include revenue from government, foundations, corporations, individual donors, and special events.
5. Financial Management: We will review our budgeting/accounting systems and enhance our budgeting process to allocate reserves.
6. Communications: We will raise our organizational profile by developing a marketing plan that segments markets, messages and media, and clearly speaks to Rock to the Future's identity.
7. Facilities: We will improve facilities in both Kensington and Germantown through collaboration with school administrations and local communities to support optimal teaching and learning environments.
8. Technology: We will develop a technology plan that includes an inventory of current and future software and hardware needs, as well as protocols to ensure the security and maintenance of all hardware and electronic files/documents.

MISSION

Rock to the Future provides student-driven music programs in a safe and supportive environment at no cost for Philadelphia youth. We prepare the next generation for every stage.

VISION

We envision that all youth in Philadelphia will unlock their fullest potential through the benefits of learning music.

VALUES

We believe in the power of music to improve lives. We value:

COLLABORATION A song only works when everybody plays their part. We foster teamwork to ensure that when our students take the stage, it's not how well they play, but how well they play together that matters.

PROGRESSION Dedication and hard work apply even after the set is over. Our programs teach students skills to help them grow in school and life.

COURAGE It takes guts and grit to take the spotlight. Stepping on stage requires the support and freedom to take risks, and we work with our students to feel confident to explore beyond the scales.

HARMONY We champion the diverse voices of our community. Rock to the Future makes a formal promise to improve our culture, practices, and approaches to uphold diversity, equity, and inclusion at all levels of our organization — knowing it requires sustained commitment, courage, and optimism.

ROCKING OUT Living life to its fullest means owning your solos and expressing yourself. Creative expression is the true soul of music, and we encourage students to discover their unique identity.

TARGET POPULATION

Rock to the Future currently has program locations in Kensington and Germantown, where access to music programming is not accessible, and serves students from all over Philadelphia. Board and staff agreed to focus primarily on children, youth, and their families. We aim to provide an environment where youth who are impacted by social inequalities, violence, and trauma have the opportunity to learn, create, and perform music together in a positive and safe space and celebrate academic accomplishments alongside musical accomplishments. We provide a support system for youth to achieve success in music, school, and life.

Target Population	Outcomes
Children and Youth	<ul style="list-style-type: none">● Increase musical knowledge and playing proficiency● Increase social and emotional skills● Increase executive functioning skills● Increase in academic confidence● Increase leadership skills● Increase in college readiness● Increase in workplace readiness● Improved mental health and well being● Increase in school climate and school pride at the schools we operate
Families	<ul style="list-style-type: none">● Increase in family connectedness● Increase guardian engagement

II. OVERVIEW

HISTORY & LEADERSHIP

HISTORY

Jessica and Josh Craft started Rock to the Future in 2010 with 13 students as a volunteer-based organization with seed funding of \$15,000 from Women for Social Innovation. In 2012, RTTF received a one-time gift of \$214,000, which allowed for significant expansion. This included the hiring of staff, improving the MusiCore After School program in Kensington, and the creation of a three-year strategic plan.

In order to serve the growing list of interested youth and schools, in 2014 RTTF established Rock*A*Delphia and GuitarStars summer camps, serving grades 3 - 8 and 6 - 12 respectively, and launched MobileMusic, providing more under-resourced schools with weekly music clubs.

In 2016, RTTF created a second strategic plan with the goal of doubling the number of students receiving ongoing instruction. Through a partnership with Roosevelt Elementary School, RTTF launched a second MusiCore After School program in the high-need Germantown area in 2018, which has continued to grow. In 2019, RTTF was 1 of 8 specialized organizations to receive funding from the new Department of Human Services out-of-school time funding. RTTF now serves hundreds of youth annually in-school, after school, and during the summer at no cost to participants. All programs are free for Philadelphia children and youth and are located in under resourced schools and underserved communities.

Thousands of Philadelphia area patrons enjoy performances by Rock to the Future youth every year, with most being free or low cost.

BOARD OF DIRECTORS

An up to 18-member board of directors (13 members as of the date of this Strategic Plan), chaired by Pamela Tudor, governs Rock to the Future. Board members have diverse backgrounds in organizational leadership, education, health, law, accounting & finance, business, and marketing. A list of current board members who participated in the planning process is in the Appendix.

MANAGEMENT TEAM

Jessica Craft Founder & Chief Executive Officer

Jessica (McKay) Craft founded Rock to the Future in 2010 after working for Janney Montgomery Scott, a prestigious investment firm in Philadelphia. Jessica studied music through public school as a child, starting with violin, saxophone, and clarinet in her early years, then percussion in high school. She believes in the power of music to change lives. A Temple University graduate with a degree in Business Administration and Economics, Jessica has been featured in the New York Times and named a Local Leader at the PA Conference for Women, among other awards. In 2014, Jessica completed the Nonprofit Executive Leadership certificate program and the Designing Leadership series in 2017. In 2019, Jessica won the Designing Leadership award from the Arts and Business Council. Her past volunteer work includes being a big sister through Big Brother, Big Sister, working with Habitat for

Humanity, teaching drums at Girls Rock Philly youth and adult camps, and organizing community benefit events. She is also currently the drummer for Philadelphia band Conversations, who opened for The Beach Boys in 2014.

Joshua Craft Chief Music Officer

Josh is a Philadelphia-based songwriter and music instructor who has been teaching music for over fifteen years. He has taught for Paul Green's School of Rock, Farrington's Music, Major Music, and privately. Because of his love of teaching and dedication to Rock to the Future, he worked his first two years at Rock to the Future on a completely volunteer basis. From arranging music for weekly band rehearsals to teaching music business and songwriting, Josh is always ready to encourage, support, and inspire young creative minds. He has written songs for notable local bands such as The Bee Team, Conversations with Enemies, and many more. He combines his love of and talent for music with his love of teaching to encourage the success of students at Rock to the Future.

The three-phase strategic planning process took place from June 2019 thru January 2020 and brought together Board, staff, and volunteers in each phase, to analyze strengths, challenges, and opportunities for improvement.

PHASE 1: Board, staff, and volunteers gathered information and confirmed key issues to be discussed:

- Reached consensus on issues and meeting dates
- Undertook research to assess the political, economic, demographic, and philanthropic landscape trends, their impact on Rock to the Future, and possible opportunities
- Surveyed and held one-on-one conversations with current and former Board, staff, funders, guardians, community members, partners, and program participants, to determine their perceptions of Rock to the Future including strengths and weaknesses, and potential reactions to changes in the organization's priorities.
- Analyzed stakeholder feedback regarding perceived strengths and weaknesses of Programs, Board leadership & management, and Operations (e.g. facilities, fundraising, financial management, communications, technology).

PHASE 2: Board and staff met to map out programs' costs and benefits, governance, human resources, and operations. This process incorporated a diversity of planning methods that included:

- Logic Model/Theory of Change
- Program cost/benefit-marketing analysis
- Appreciative inquiry of leadership and operations
- Board and staff identified strengths, challenges and opportunities for each of the organization's core areas:
 - Program adaptability
 - Board leadership
 - Human resources needs
 - Administrative operations

PHASE 3: Beginning in 2020, the Board and staff created tactical action plans to implement the Plan's broad goals and objectives. Board and staff established committees to align with the Strategic Plan priorities.

As identified by community stakeholders through surveys and interviews, Rock to the Future is uniquely qualified to succeed for the following reasons:

BOARD:

- Dedicated and energetic
- Strong Board President
- Committed and willing to undertake a planning process and strengthen infrastructure

STAFF:

- Dynamic Chief Executive Officer
- Knowledgeable and committed staff
- Strong working relationships with host schools' staff and leadership

PROGRAMS:

- MusiCore After School: Successful after-school music programs in Kensington and Germantown that improve academics and social and emotional learning skills through music instruction, peer collaboration, and direct academic support.
- MobileMusic: Ongoing instruction for several Philadelphia schools and other community partners during school hours or out-of-school time, fulfilling a critical need providing guitar, choral, ukulele, and digital music production classes and workshops
- Rock*A*Delphia and GuitarStars: Two week-long summer camps where campers learn to play guitar, drums, bass, or piano, form a band, write original music, attend creative workshops, and perform original music live at the final showcase.

RESOURCE DEVELOPMENT:

- Diverse and growing funding sources, including a coveted contract with the City of Philadelphia
- Successful fundraising events

COMMUNICATIONS:

- Successful annual event and known in the community

As part of the planning process, Board and staff identified local organizations which offer similar programs and services, and discussed how Rock to the Future is better, different, or unique in comparison to these organizations in the following core areas: governance, staff, programs and location. This discussion helped to further inform our planning process. We identified the following areas in which we are at an advantage:

- Governance: Our Board is local, engaged and committed. Their wide diversity of skills guide the organization to ensure continued effectiveness and growth.
- Staff: The small but knowledgeable and engaged staff provide individual attention and build relationships with children and youth. Program team members receive extensive job training and ongoing professional development related to trauma informed approaches, differentiated learning, cultural competencies, and restorative justice. Administrative and fundraising staff receive professional development related to their job function.
- Programs: Unlike some competitors, our programs:
 - Are free and located directly in the communities they serve
 - Do not require experience or instrument ownership
 - Are focused around modern band programming and original songwriting
 - Emphasize social and emotional learning and academic confidence through the vehicle of music
- Location: Sites are place-based, specifically located in numerous under-resourced schools and partner locations, providing access to children from the neighborhoods in Kensington and Germantown and youth throughout Philadelphia.

Since 2010, Rock to the Future has been committed to the belief in the power of music education to transform lives. Our menu of programs provides unique and innovative opportunities to learn about, and benefit from music education. We know the *magic of music* is incredible and we see it in the students we serve every day. Providing accessible music education, levels the playing field for youth, many of whom attend schools without music programs.

We will continue to offer our existing programs - MusiCore After School in both Kensington and Germantown neighborhoods; MobileMusic in a variety of schools and partner locations; and summer programming. The objectives and supporting strategies to meet these goals, however, are fine-tuned to focus on the most pressing issues affecting our students today.

In general, we seek to:

- Ensure greater impact by strengthening programs and improving mechanisms to evaluate and measure our impact;
- Leverage opportunities to work with existing partners, as well as engage new partners and stakeholders.
- Continue to provide students with innovative and unique programs so that youth can experience the benefits of music education. Our students have a choice of what they learn and create. Working together with their peers, students write their own original music, record in professional music studios, and perform at venues around Philadelphia.
- Improve the quality of our music instruction and methods of improving social and emotional learning.
- Create more efficient evaluation methods that can continue to show our impact.
- Enhance our direct academic assistance through homework help, tutoring, and post-secondary education assistance; including college and trade school visitations, financial aid applications, scholarship writing clubs, and application help.
- Continue to build an inclusive and positive environment for students to collaborate, create, perform, learn life skills, gain confidence, and build self-awareness so they feel motivated, proud, and appreciate peers and adults from diverse backgrounds.

By employing an array of strategic supports, we are confident Rock to the Future will have a considerable impact on the students who participate in our programs. We will strengthen components such as hiring, engaging students and guardians, curriculum, and relationships with our partners. Key Performance Indicators (KPIs) will also be developed in accordance with this plan to provide insights on progress made in achieving each strategic objective.

Stakeholders agreed that for the next three years, we will work to better integrate our programs, and within each program ensure that we can have the greatest impact on the musical education, academic education, and social and emotional skills of the children and youth we serve. Moving forward, we will grow our programs and achieve the following milestones within three years strengthening four strategic components: our staff, participating families, the curriculum, and relationships to the host school communities. These goals include both our Kensington and Germantown locations.

2020

Staff Development

- Bolster classroom management procedures to help staff retention and enhance behavioral management skills
- Assess and refine staff professional development training needs and create annual training plan

Participating Families

- Define “whom we serve” and how youth qualify for the programs
- Revise guidelines for expectations and consequences
 - Include a plan for student accountability
- Develop participant recruitment and retention funnel
 - Develop relationships with community schools and organizations to support our participant funnel
 - Focus on students who attend host schools
- Improve guardian engagement and methods of evaluation
 - Include regular positive feedback about their child
 - Build a guardian committee
 - Develop additional engagement opportunities
- Develop additional student leadership opportunities
 - Develop and formalize student ambassador and mentor roles
 - Establish team captains
 - Include student roles in marketing and communications including recruitment

Curriculum

- Define program elements and policies for creating and fostering a safe and inclusive space
- Document program procedures for High School and Middle School models for program replication in Standard Operating Procedures
- Develop annual timeline of activities for the year ahead that is structured and repeatable
- Refine key performance indicators of success - ensuring these are easy for the staff to analyze
- Explore the possibility of working with a consultant on measuring program impact
- Explore opportunities to partner with other organizations to support program (i.e. academic program, college prep)
- Cultivate more performance opportunities
- Incorporate more healthy and delicious food options for students during programming

School Administration

- ~~Develop relationships with guidance counselors~~

- Improve relationship with Principal or Vice Principals
- Identify host school champions and continually cultivate relationships
- Cultivate relationships with other school-based programs
- Strengthen relationship with host school

2021

Staff

- Refine staff training needs and professional development opportunities

Participating Families

- Create evaluation plan and refine student expectations and consequences
- Create evaluation plan and refine recruitment and retention funnel
- Create evaluation plan and refine guardian engagement

Curriculum

- Annual update of program Standard Operating Procedures for program replication and needs assessments
- Refine and grow “Ready for the Future” club to assist with matriculation from middle school to high school and high school to college
- Establish guidelines for age appropriate programming
- Establish guidelines for inclusive content selection
- Determine how to incorporate civic engagement into programming
- Develop guest musician and educators’ curriculum to further develop life and workplace readiness skills
- Establish minimum competencies for instruction
- Work with external consultant on program key performance indicators of success

2022

Staff

- Assess compensation needs to move site directors to 40-hour work week from 30-hour work week

Curriculum

- Annual update of program SOP for replicating program and assessment of needs
- Continue program impact assessment
- Review and refine evaluation plan

MobileMusic provides group music instruction and workshops for several Philadelphia schools and community partners. All classes and workshops teach collaboration and music fundamentals and feature a live performance. Our work is in partnership with schools and community partners that have direct ties with neighborhood residents so students and partners work together to create a shared vision that drives community change and impact. Moving forward, we will grow our programs and achieve the following milestones within three years strengthening four strategic components: the curriculum, participating families and schools, marketing, and resource development.

2020

Curriculum

- Improve program value, impact, and utilization
- Improve resources for students (instrument lending, practice time, etc)
- Reassess age groups we work with to support our participant funnel
- Establish guidelines for age appropriate programming

Participating Families and Schools

- Improve guardian engagement
 - Collect contact information when students sign up for classes
 - More awareness for guardians of our programs
- Create student ambassador program
- Establish partnership expectations
- Identify host school champions and continually cultivate relationships

Marketing & Communications

- Improve tactics for MobileMusic as a “feeder program” to MusiCore programs
- Improved branding (articulate and capitalize on successes)
- Increase awareness within schools and communities (Newsletters, Back to School Nights, club/extracurricular exposes, etc)
- Increased awareness among other Rock to the Future programs (Music for All Ball, Showcases, etc)

Resource Development

- Explore other fee-for-service partners
- Explore additional funding opportunities for free program partners

2021

Curriculum

- Increase performance opportunities (showcases, other school events, etc)
- Explore increasing program depth (more days per school, etc)
- Establish minimum competencies for instruction
- Establish guidelines for inclusive content selection

Resource Development

- Include guardians and schools in fundraising efforts
- Continue exploring fee-for-service partners and funding opportunities for free partners
- Create full-time position for MobileMusic manager

2022

Resource Development

- Identify additional partners and resources for raising funds for in-school programs (ie. Central Board of Education)

At Rock to the Future's week-long GuitarStars and Rock*A*Delphia summer camps, day campers learn to play guitar, drums, bass, or piano; form a band; write original music, hear from guest musicians, attend creative workshops, and record original music in local studios. Camp ends with a final performance showcasing what campers have created and learned. Both camps are co-ed and no experience is necessary for grades 3 – 8 or 7 – 12. Camps take place at Kensington High School and Roosevelt Elementary School. The Summer Camp inspires children and teens to find what they love and who they want to be. Moving forward, we will grow our programs and achieve the following milestones within three years strengthening three strategic components: Participating families; curriculum; and resource development & marketing.

2020

Participating Families

- Invite summer camp students to other Rock to the Future performances and events

Curriculum

- Be intentional about using summer camps to support our participant funnel by hosting camps in August before the start of the school year
- Document summer camp policies, processes, and procedures
- Identify clear key performance indicators for summer camps

Resource Development

- Assess and explore funding opportunities for increasing capacity and length of camps, including fee-for-service, grants, sponsorships, and camp vouchers through funding
- Assess fee-for-service rates including implementation of a sliding scale and higher rates
- Integrate Department of Human Services needs for summer programming

2021

Participating Families

- Increase summer camp capacity (goal of 50 per week) and length of summer camps (goal of 2 weeks per camp)
- Devise a plan to cultivate the relationships of paid campers for additional funding

Curriculum

- Refine creative workshops to be age appropriate and aligned with STEAM and career readiness
- Evaluate summer camp key performance indicators

Resource Development

- Develop a funding plan (grants / sponsors) for summer camp

2022

Participating Families

- Increase summer camp capacity (goal of 60 per week) and length of summer camps (goal of 3 weeks per camp)

IV. GOVERNANCE

Rock to the Future's governance strengths include an engaged, hardworking Board with diverse skills, all of whom are dedicated to the mission. Board members represent the different sectors of the community. Moving forward, we will strengthen Board governance by enhancing systems to recruit, strengthen and develop the Board, and increase our fundraising ability, by achieving the following goals in the next three years:

2020

Recruitment

- Continue to recruit new members to fill all Board seats using the skill set identified in the asset map while seeking to advance our diversity goals

Board Governance

- Clarify roles and duties of the committees, committee Chairs and the Board officers
- Evaluate Board members at least once during their term of office
- Clarifying Board involvement in legal matters
- Clarifying Board involvement in significant program matters
- Develop a risk review process, i.e. Board insurance, examining the by-laws, etc

Fundraising

- Develop Board's fundraising skills
- Examine "give and get" requirement
- Revisit timing of annual appeal
- Develop Board's understanding of its fundraising role

Succession

Develop a formal board officer succession plan

2021

- Develop a system to evaluate the Board collectively
- Provide Board members with ongoing opportunities for development
- Continue to recruit new members to fill all Board seats using the skill set we've identified in the asset map while seeking to advance our diversity goals
- Implement fundraising goals developed in 2020

2022

- "Think Big" Fundraising
- Continue to recruit new members to fill all Board seats using the skill set we've identified in the asset map while seeking to advance our diversity goals

Human Resources strengths include hardworking, committed, and accessible staff. The Chief Executive Officer has a diverse professional background in both music and business. Moving forward, we will strengthen human resources operations by achieving the following objectives within the next three years with a focus on systems to recruit, orient, and mentor staff:

2020

Staffing

- Establish procedures for recruiting, screening, and interviewing prospective employees and contractors
 - Conduct due diligence during the hiring process to get a sense of commitment to the role, scheduling conflicts, income constraints
- Hire Business Manager to support human resources and the Executive Director by taking over multiple business tasks.
- Develop relationships with other community and educational institutions for instructor pipelines
- Review policies, procedures, and practices for equity
- Establish onboarding procedures and training plans for new and current employees
- Establish procedures for employee feedback including 360 surveys and exit interviews
- Create opportunities for staff to support and collaborate across programs
- Establish communication hierarchy
- Update and share organization chart

2021

- Conduct confidential annual staff performance reviews for all regular full-time and part-time staff including employee self-evaluation and performance plans
- Continue to embed issues of diversity, equity and inclusion in hiring practices
- Provide and revise training programs for staff
- Develop a clear, flexible compensation structure with job categories and pay ranges clearly defined with goal of increasing exempt employee and instructor pay
- Develop a process for reviewing and responding to staff suggestions
- Tackle issues of instructor retention including
 - hiring practices
 - more hours for committed instructors
 - Supervision time for all leaders
 - focusing on a more diverse staff

2022

- Evaluate and revise HR policies and procedures created in prior 2 years

We will strengthen our work with volunteers by achieving the following objectives within the next three years with a focus on systems to recruit, orient, and mentor staff:

2020

- Create volunteer funnel to support volunteer awareness, engagement, acquisition, and retention, building relationships with including community and educational institutions
- Include volunteers in professional development trainings

2021

- Select primary contact for recruitment, supervision, and coordination
- Develop current and accurate position descriptions
- Establish procedures for recruiting, screening, training and interviewing prospective volunteers

2022

- Develop procedure for orienting and training
- Develop formal method to record hours
- Establish a process for formal recognition
- Develop formal strategy for effective volunteer involvement
- Train staff to work in partnership and / or supervise the volunteers
- Conduct performance reviews and provides opportunities for volunteers to evaluate their involvement in the organization

VI. RESOURCE DEVELOPMENT

Rock to the Future's Resource Development strengths include a Chief Executive Officer, Engagement and Communications Coordinator, and Chief Music Officer; a growing and diverse funding stream, including a diverse pool of foundation support; a history of supportive past funders, and a new public sector grant to support after school/out of school time programming. Increased activities and annual events engage Rock to the Future stakeholders and help to grow the donor database. Moving forward, we will strengthen resource development during the next three years with a focus on increasing support from diverse streams.

2020

- Transition fundraising timeline to calendar year from fiscal year
- Create key performance indicators for line items on income on budget and a baseline for future projections
 - Create a process for key performance indicators assessment
- Work with volunteer nonprofit consultant agency Compass to analyze current donor base and create donor moves management plan
- Transition to Bloomerang CRM
 - Define policies and processes document for CRM
 - Enhance system for managing, recording gifts and acknowledging donors
- Increase stakeholder engagement to improve fundraising
 - Create annual training plan and provide training to Board and staff on how to reach individual donors
 - Identify year-round opportunities for stakeholders to engage their networks in the organizational mission
 - Determine how to include guardians and volunteers in fundraising
 - Create an active alumni program
- Create a process for in-kind donor cultivation
- Create Musicians Council to engage local music community (all industry)
- Provide additional grant and special events support through existing qualified part-time employees
- Define role of development related committees

2021

- Strengthen and assess relationships and effective communication between resource development, marketing, information systems, and accounting departments in support of fundraising efforts
- Evaluate and document process for key performance indicators and develop model to create key performance indicator projections
- Increase capacity of development team by creating a resource development internship program
- Implement donor moves management plan
- Explore opportunities to monetize Summer Camps and MobileMusic
- Increase effectiveness of events as a fundraising vehicle, including sponsorships
- Strengthen corporate volunteering program

2022

- Assess diversity of funding channels and need to diversify further
- Hire additional full-time development staff person

Rock to the Future seeks additional earned and contributed income in order to fulfill its mission. Specifically, topline projections of income and expenses over the next three years include incremental increases in revenue consistent with projected growth related to programming and staffing:

	FY2018*	FY2019*	FY2020	FY2021	FY2022	FY2023
Total Revenue	430,564	567,314	562,878	628,700	712,930	843,483
Total Expenses	429,300	454,460	551,401	617,871	710,015	829,789
Net Income/Surplus	1,264	112,854	11,477	10,829	2,915	13,694

*Actuals

Financial management systems include a Chief Executive Officer with a background in investments and knowledge of financial management systems and accounting. Moving forward, we will strengthen financial management systems by achieving the following objectives in three years:

2020

- Outsource bookkeeping
- Include site directors and development staff in annual budget preparation
- Consider Key Person Insurance policy
- Abide by and update written financial policies and procedures manual describing financial controls including topics such as:
 - Metric to calculate if the organization has sufficient assets to cover liabilities over the next year
 - Internal controls including the handling of cash and deposit, as well as the oversight of spending and disbursements and other controls needed for a future audit
 - Appropriate level of administrative costs

2021

- Reevaluate financial management vendors such as
 - accounting firm performance
 - auditor
 - tax services

2022

- Develop financial forecasting tools

Communication strengths include a knowledgeable Engagement and Communications Coordinator, Site Directors, and a Chief Music Officer who are passionate about sharing the magic of music education with the next generation of Philly musicians. Diverse marketing materials and information about Rock to the Future communications help to raise our profile. Moving forward, we will improve our marketing with a focus on assessment, identification of market audiences, increasing communications budget, and enhancing social media strategies during the next three years:

2020

- Create aligned communications strategy, goals, roles within that strategy, and key measurements for effectiveness
 - Develop a clear social media approach and measurements for effectiveness
 - Work with Board Fellow to create digital strategy
- Define audience segments and key communication points, in order to:
 - Improve guardian engagement
 - Improve staff engagement
 - Improve volunteer engagement
 - Improve student engagement
 - Improve funder engagement
 - Improve community engagement
- Increase resources for marketing in order to increase Communications human resources:
 - Define standard tone and language and create a brand guide to share with contractors, volunteers, and interns.
 - Create a database of graphic designers, video creators, and other marketing contractors
 - Develop and internship program for marketing and communications
- Establish footprint in Kensington High School, Roosevelt Middle School, and MobileMusic locations

2021

- Create structure and process for analyzing effectiveness of plan annually
- Identify the assets (relationships, materials, physical locations, media) and effectiveness of existing communication channels
 - Cultivate testimonials for marketing materials
 - Create FAQ page for the website.
 - Track and analyze queries and complaints and add to FAQs
 - Create segmented marketing materials based on target demographics of assets (i.e: volunteers, donors, participants)
 - Shareable templates for stakeholders
- Refine and implement plans to increase media reach
- Website audit and redesign
 - Website usage survey to streamline site and ensure that users can find the answers they need
- Enhance social media strategies for current and potential partner relationships
 - Improve LinkedIn- incorporate into communications plan and develop tone for platform

- Strategically highlight corporate sponsors and visibly communicate with partners on their content
- Increase budget for advertising and marketing resources

2022

- Reassess effectiveness of communications strategy
- Explore working with external public relations consultant
- Explore working with external consultant to measure effectiveness

IX. FACILITIES

Our facilities strengths include teaching sites in schools that have strong relationships with students and families from the communities served. Moving forward, we will improve existing facilities by achieving the following objectives within two years:

2020

- Ensure sites are in compliance with all federal, State, and local laws, codes, regulations, licensing requirements, and fire ordinances
- Develop an emergency evacuation plan
- Create plan for tracking inventory for instruments and supplies
 - Including providing students with instruments to take home
- Create a system for instrument repairs and maintenance within and outside of sites
- Develop a maintenance check list for all locations

Germantown

- Provide and install sound system for Germantown Auditorium
- Develop a plan for permanent lighting in Germantown Auditorium
- Consider door greeter at Germantown
- Research partner locations for training for Germantown site

Kensington

- Develop a plan for audio and lighting in KHS

2021

- Research larger office space (multifunctional)
- Develop plan for program expansion within current sites to increase capacity
- Determine facility requirements needed for new and current program locations

Germantown

- Install lighting in Germantown

Kensington

- Install audio and lighting in KHS
- Develop plan for dedicated office space on site for KHS

2022

- Prospect potential partner locations for program expansion that meet our facility requirements
- Move into larger office space
- Consider storefront or operating spaces in communities we serve
- Purchase a new student transportation vehicle

X. TECHNOLOGY

Rock to the Future has access to program technology through partners like the Robert Wood Johnson Foundation, which provides laptops to the organization, and the schools themselves, many of which have computer labs. The leadership team understand how technology can improve efficiencies, and dedicates money in the budget for software, hardware, and training for technology needs.

Moving forward, we will strengthen technology systems by achieving the following objectives during the next three years:

2020

- Determine software that can be utilized to improve programs
- Incorporate technology training for staff
 - Includes regular assessment of staff skills (including self assessment tools) and opportunities for skill development
- Utilize existing technology within school locations
- Centralize office IT needs under one role
- Develop and implement best practices for inbound phone calls
- Develop a procedure and shared resource for program documentation and resources
- Design and implement new iPad and Macbook duplication system
- Design and provide Google Drive training

2021

- Work with external consultant to determine technology gaps and needs
- Implement approach for programs and development report automation
- Explore developing technology partnerships (Apple, Microsoft, etc.)
- Explore sharing IT resources with other organizations

2022

- Develop documentation for hardware, software, and network configurations
- Develop a plan to regularly update all computer-based systems for managing contacts, donors, volunteers, and program reporting.

As we transition into the implementation phase and begin to carry out our plan, its overall effectiveness is dependent upon our level of organizational learning, which includes reflecting on what is really working, being open to new information and acting mindfully to adjust to changing circumstances.

In support of these practices, the three-year strategic plan will be monitored and evaluated regularly at Board and staff meetings to benchmark performance and progress. Annual Operating Plans (AOPs) will be developed to guide short-term decision-making and funding.

- A. Strategic Planning Committee
- B. List of Board
- C. List of Staff

Strategic Planning process facilitated by
Fernando Chang-Muy
Solutions International
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Summer 2019– Spring 2020

APPENDIX A: STRATEGIC PLANNING COMMITTEE

Jessica Craft
Founder + Chief Executive Officer

Kushol Gupta, Board member
Research Assistant Professor of Biochemistry
and Biophysics
University of Pennsylvania

Meghan Smith, Board member
Secretary
Health Planning and Promotion Coordinator
Chester County Health Department

Matthew Sommer, Board member
Secretary & Engagement Committee Chair
Chief Strategy Officer Brolik

Bill Templin, Board member
Director Category Development
BIMBO Bakeries

Pamela Tudor, Board Chair
President
Tudor Consulting, Executive Coaching and
Organizational Consulting

Jacob Waters, Board member
Director, Communications
TNTP

APPENDIX B: LIST OF BOARD

Pamela Tudor
Board Chair
President,
Tudor Consulting, Executive Coaching and
Organizational Consulting

Rikki-Quinn James-Renz
Vice Chair
Director of Clinical Research Contracting
The Hospital of Fox Chase Cancer Center

Christine Ostrowski
Treasurer
Deputy CFO,
The School District of Philadelphia

Matthew Sommer
Secretary & Engagement Committee Chair
Chief Strategy Officer,
Brolik

Carol Banford
Finance Committee Chair
CPA

Ed Ghisu
Governance Committee Chair
Associate General Counsel and Chief
Investment Counsel,

Robert Wood Johnson Foundation

Ken Anderson
Syndication Program Delivery,
Comcast Corporation

Kushol Gupta
Research Assistant Professor of Biochemistry
and Biophysics,
University of Pennsylvania

Bill Mecaughey
CFO, Burns Engineering

Alyssa Quintana
Organizational Development Manager,
FS Investments

Meghan Smith
Secretary
Health Planning and Promotion Coordinator
Chester County Health Department

Bill Templin
Former Director Category Development,
BIMBO Bakeries

Jacob Waters
Education First Consulting

APPENDIX C: LIST OF STAFF

Jessica Craft
Founder + Chief Executive Officer

Josh Craft
Chief Music Officer

Alison Cornell
Engagement & Communication Coordinator

Kaamilah Moore
MusiCore Germantown Site Director

Victor Vieira-Branco
MusiCore Kensington Site Director

Victoria Watts
MobileMusic Supervisor and Band Coach

Jeremy Blessing
Music Instructor

Cameron Cephas
Band Coach and Instrumental Instructor

Jordan McCree
Drum Instructor

Tori Potenza
MusiCore Kensington Academic Coordinator

Bashlee Sanon
MusiCore Germantown Academic Coordinator

Jake Kaplan
Bass Guitar Instructor and Creative Maker Lab
Instructor

Barron Lacy
Piano, Vocal, and Choral Ensemble Instructor

Namarah McCall
Music and Creative Maker Lab Instructor

Jodi Kelley
Choral Ensemble Instructor