

**Intown Concord 2024-2025 Roadmap**

**MISSION:** To amplify and celebrate connection in and around downtown Concord.

**VISION:** To sustain vibrancy and promote growth of the Concord community.

Strategic Priority: Leadership & Governance						
Desired Outcome	Next Action Steps to Take	Committee	Point Person	Budget	Timeframe	
1	Increased board engagement	Schedule annual board participation check-ins	Executive Committee	Vice President	\$0	Q4 '23 to Q2 '24
		Capture "inventory" of board member capacity and expertise				
		Summarize the needs organization has of board members				
		Compare organization's needs to board member capacity and expertise, Board Assessment-				
		Match member capacity and expertise to organization's needs				
		Create plan for developing board in areas current members do not yet fill				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Maintain and circulate list of Board Members and Committee assignments				
		Minimum expected volunteer hours during year (for events)				
		Better define committees/expectations/actions				
		Create matrix of who is on the board and nurture gaps				
		Social mixer for board				
		Review participation of BOD with new on-boarding of directors				
		Clarify what the expectations and priorities are				
		Board orientation (new members)				
Use adjectives from Board matrix when seeking board engagement for specific						
2	Develop and Implement Operational Standards	Draft Operations Manual	Government Committee	Governance Committee Chair	\$0	Q4 '23 to Q4 '26  (By March '24 create prioritized list of Action Items)
		Draft Employee Manual				
		Review/feedback on draft manuals				
		Finalize manuals				
		Adopt manuals				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Maintain and abide by our bylaws				
		Create standard Board meeting and committee meeting agenda (times on agenda)				
		Create standard for managing contracts				
		Schedule (annual) Operations reviews				
		Clarify committee chair role				
		Clarify committee vs taskforce				
		Recruitment of community members for taskforces/committees				
		Outside HR consultant / to draft manuals / hire out				
		Review benefits and \$ for staff retention				
Fill HR Board Resource role						
Stay on task - use email communication						
Review professional development opportunities for staff						

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<b>3</b>	Retain Staff	Use the budget and staffing templates at next board meeting	Executive Committee	President	TBD	Q4 '23 to Q4 '24
		Ask for feedback on templates				
		Update templates				
		Adopt standard staffing and budget templates				
		Write manual for how to use staffing and budget templates				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Evaluations and metrics tied to compensation				
		Build in staff check-in				
		Pay increases				
		Staff model and budget				
		Review pay - inflation				
		Regular evaluations and salary increases				
		Quarterly check-in				
		Standardize and create metrics oriented to staff evaluations				
Staff professional development opportunities						
<b>4</b>	Implemented Mission/Vision/Values	Discuss execution M/V/V in programing, communication, marketing, leadership development	Mission, Vision, Values Taskforce (Jessica, Bryana, Josh)	Jessica	\$0	Q4 '23 to Q1 '24
		Discuss if other priorities are need (consider financial and human capacity and ROI of your priorities)				
		Review events, programs, leadership training and partnerships with a Diversity, Equity, Inclusion, and Justice focus				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Reflect on events and how they reflect/reflected our M/V/V				
		Develop a M/V/V events checklist for event committees to use when planning events				
		Develop standard plan for event committees to reference M/V/V events checklist				
		Create metric for evaluation M/V/V in all aspects				
		Connect mission and values with each event				
		Define financial goals				
		Need accountability champions to ensure DEI is immersed in all we do				
		Review with taskforce / committees				
		Post event review addressing M/V/V - did we hit goals? Who came? Who felt welcome?				
		Hold annual debrief of how M/V/V was/was not integrated into events				

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Strategic Priority: Programming						
	Desired Outcome	Next Action Steps to Take	Committee	Point Person	Budget	Timeframe
5	Firm up programming priorities	Review current set of programs (name, dates, time to plan, marketing requirements, expenses, revenue, partners, attendees, etc)	N/A at this time	Jonathan	\$0	Q1 '24 to Q4 '24
		Create list of new programming ideas (types of events, revenue/expenses, season, partners, Discuss organizational capacity (human and financial)				
		Discuss programming priorities given capacity discussion (eliminate, amend, add Community event inventory and partnership opportunities				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Have Jess choose the best time of year to review all existing programs				
		ID any new opportunities to partner with other organizations				
		Wishlists of events under list of new ideas				
		Determine new budgets? i.e. First Friday to pay for music/entertainment				
		Leverage board of directors to cultivate community relations				
		Define 'firm up programming priorities'				
		Identify a spring time event for 2025				
		Enable capacity for new programs				
		Eliminate committees not needed				
		Partner with more organizations on their new or existing events				
		Analysis of attendance and revenue, determine what programs to keep				
		Hold an annual Board Programming Brainstorm and Prioritization discussion				
Figure out how to filter the Board energy we have around programming						
6	Execute programs	Create programming plan to continue/stop/start/amend programs	N/A at this time	Jonathan	\$0	Q1 '24 to Q4 '24
		Make decisions about which programming to prioritize given financial and human capacity				
		Define event timelines and lists of tasks to staff and board				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Recruiting done by board members				
		Plan and/or community outreach for committee involvement				
		Food truck festival - Octoberfest				
		Draft budget of new events and get board approval				
		Analyze all programs and whether we continue them each year				
		Food truck chili- flannel				
Events committee but trickle to task force.						

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Strategic Priority: Communications & Messaging (Marketing)						
Desired Outcome	Next Action Steps to Take	Committee	Point Person	Budget	Timeframe	
<b>7</b>	Systems are in place to manage marketing	Review current marketing systems (CRM, messaging channels and platforms, activities, stakeholders, etc)	Communications Committee	Communications Committee Chair	TBD	Q4 '23 to TBD
		Create list of gaps/challenges, and what is working well				
		Discuss potential solutions for gaps/challenges				
		Determine if you have a budget for addressing gaps/challenges (or can seek funding to support)				
		Based on budget discussion, create prioritized list of the marketing solutions you want to commit to				
		Start working on the commitments				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Marketing survey / Survey how people are hearing about us				
		Enhance content online to showcare community.- involve community				
		Promote our mission				
		Social media calendar				
		Content calendar that addresses large and small marketing goals				
		Allocate more budget to marketing				
		Determine what outside professionals we need for marketing gaps				
<b>8</b>	Set and meet expectations for community engagement	Review where spending time (Which stakeholders are you engaging with? Who represents Intown Concord?)	Mission, Vision, Values Taskforce (Jessica, Bryana, Josh)	Bryana	\$0	Q2 '24 to TBD
		Discuss which stakeholders you would like to engage with more				
		Evaluating to amplify events, businesses, and initiatives in Concord				
		Discuss opportunities for shifting current engagement to better address desired community engagement				
		Figure out how to measure what it means to meet expectations				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Partner with more organizations on new/existing events that they are producing				
		Determine metrics to evaluate success of all events				
		Diversifying WHO our target audience is > FB outdated				
		Implementing a community engagement (physical) calendar				
		Community engagement plan with goals				
		Diversifying how we are reaching out to volunteers / vendors				
		Committee pipeline from community				
		Survey downtown "what do they want" for engagement				
		Liaison/point person for downtown businesses				
		Hire for marketing?				
		How do we measure success?				
		Create metric to evaluate "success"				
Create stakeholder list and systematize nature and growth of list						

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**Strategic Priority: Financial Sustainability**

	Desired Outcome	Next Action Steps to Take	Committee	Point Person	Budget	Timeframe
<b>9</b>	CURRENT: Sustainable, diversified funding streams are in place	Review current revenue model	Executive Committee	Treasurer  (Jess in interum while finding new Treasurer)	\$0	Q1 '24 to TBD
		Consider new revenue opportunities i.e. monetize newsletter, monetize midnight (merriam)				
		Discuss options				
		Create development plan				
		Test options (as needed)				
		**BELOW LINE - ADDED DURING 10/19/23 RETREAT**				
		Communications committee > newsletter				
		Bigger sponsor push "friends of intown"				
		Different level sponsors > what do people / businesses get for sponsorships				
		Create value in being an intown supporter				
		Donation stations at events				
		Clarity on sponsorship levels and support				
		Better show where this \$ will go to enhance community				
		Invest				
		Meet with financial advisors				
		Grant opportunities and deadlines				
		Review current revenue streams				
		Clarify sponsor vs supporter				
		More fundraising focus toward individuals				
		Consider in investing in outside help/resources when there is a good ROI				
Increase individual supporters						
Monetize all social reach+C152:C157						
Increase business supporters						
Create more defined and ongoing business partnership						
Spring event with new partners/ sponsors						
<b>10</b>	FUTURE: Sustainable, diversified funding streams are in place		Executive Committee	Treasurer  (Jess in interum while finding new Treasurer)	\$0	Q1 '24 to TBD
			*Exec Cmt recommends when taskforces could be helpful			