

OBJECTIVE	DETAILS	OWNERS	TIMING	STATUS - 03/22/2019	SCHEDULE
<b>DEVELOP TARGETED 3-YEAR FUNDRAISING STRATEGY</b>	1. Develop an all-encompassing, intentional, and targeted fundraising strategy for the following revenue categories: Unrestricted; Restricted; Events. The strategy should also include a plan to meet the following objectives: a. Donor segmentation analysis to better understand: current and potential donor demographics, entity type, communication preferences, Carver-related interests, and what opportunities exist to increase engagement. b. Retention and engagement of 75th Anniversary Gala attendees c. Development of a Carver "Circle of Friends" or similar mechanism to offer top donors recognition and specific, unique opportunities that appeal to top donors' interests.	Co-Leads: Colleen Kane, Chief Advancement Officer & Anne Bradner, CEO Partners: • Board of Directors • Development Committee • Karissa Payero, Development Coordinator	30-Jun-19	<ul style="list-style-type: none"> <li>• Colleen Kane, Carver's new Chief Advancement Officer, commenced work in January 2019.</li> <li>• The Spring annual appeal was sent out to donors in early March, and Anne, Colleen and Claire have been meeting with donors.</li> <li>• We have focused on retention of 75th Anniversary Gala attendees for our 2019 Spring Benefit and are leveraging our donor segmentation analysis. Carver needs to establish volunteer leadership for the 2020 benefit before the end of the fiscal year.</li> <li>• Carver's "Circle of Friends" will debut at Spring Benefit.</li> <li>• We have encountered challenges implementing Joe's plan to introduce new funding sources/ increase funding with existing donors (Lone Pine, Cohen, Munzer, Niehaus, etc.) within the FY19 year.</li> </ul>	<b>AREA REQUIRING ATTENTION</b>
<b>CREATE MORE ROBUST VOLUNTEER EXPERIENCES</b>	2. Create a plan for deeper and more robust volunteer experiences to support a variety of objectives, such as: a. Support and enhance Carver programming in alignment with Carver's mission b. Enhance Carver facilities in alignment with the overarching goal to improve the client experience c. Create meaningful volunteer opportunities for donors and potential donors (as per donor segmentation analysis). d. Increase Carver's visibility within the community; create interesting PR opportunities.	Co-Leads: Gina Nocco, Director of Talent & Colleen Kane, Chief Advancement Officer Partners: • Development Committee • Program Committee	31-Mar-19	<ul style="list-style-type: none"> <li>• Gina created a presentation outlining existing current volunteer opportunities and presented to the Program Committee on November 5.</li> <li>• Staff has reviewed and diagnosed current volunteer status utilizing the volunteer efforts rubric.</li> <li>• Volunteer engagement opportunities were offered to stakeholders invited to the benefit kick-off event in January.</li> <li>• Board member Brian Stern and staff piloted an interactive family engagement experience in March 2019.</li> <li>• A task force, made up of a cross section of staff members, was established to identify short and long term strategies to create more meaningful volunteer opportunities. The group meets weekly and presented its findings and recommendations to the full staff on March 21. Next steps include investigating how Carver can create engagement/ volunteer experiences including those for children, such as drives outside of the holiday season.</li> </ul>	<b>ON SCHEDULE</b>
<b>CREATE PURPOSEFUL MARKETING STRATEGY</b>	3. Create a purposeful marketing strategy with actionable plans to support the following objectives: a. Enhanced Carver Awareness and Brand Recognition b. Increased Program Participation c. Acquiring additional resources - monetary, human capital, and reputational capital	Co-Leads: Anne Bradner, CEO & April Langus, Marketing Director Partners: • Marketing Committee	31-Mar-19	<ul style="list-style-type: none"> <li>• April Langus was hired as Carver's Marketing Director and began work in late January 2019.</li> <li>• Since late January, April has led our efforts to update Carver's website, develop our FY2018 annual report, create an impact video to be presented at our April 6 benefit, and led our benefit-related marketing efforts.</li> <li>• Carver has seen increased Saturday enrichment participation in the Winter and Spring due to a collaboration with the school district, which is sending e-blasts on our behalf.</li> <li>• Additional time will be needed to create a detailed marketing strategy with actionable plans, but in the meantime, April has been focused on identifying ways to support the key objectives laid out at the beginning of the fiscal year. We expect that a marketing strategy will be developed by the end of the FY2019 year.</li> </ul>	<b>REVISED TIMING</b>
<b>IMPROVE FINANCIAL CONTROLS</b>	4. Improve Financial Controls with appropriate performance monitoring for all departments. a. Develop new budget format and present to the Finance Committee. b. Update Financial Policies to include any new operational context and progress monitoring language. c. Leverage Carver's finance function to provide Carver directors with the necessary education and support to understand program-/ area-specific budgets under management and identify operational efficiencies.	Lead: Anne Bradner, CEO Partners: • Mgroup - Mike and Arlete • Finance Committee • Leanne Tormey, Chief Learning Officer, and Alex Chavarria, Chief Business Officer, to lead progress monitoring	On-going	<ul style="list-style-type: none"> <li>• A comprehensive FY2019 budget was developed and approved by the board at the September 20 meeting.</li> <li>• Financial policies have been updated to reflect all new operational procedures and have been approved by the board of directors.</li> <li>• While we intended for key staff to convene monthly to review their respective budgets, we have been unable to receive the monthly reports from Mgroup to allow for these discussions. We are still receiving reports on a quarterly basis.</li> <li>• With Arlete's departure from Mgroup, we have been unable to leverage Mgroup as intended to support Carver directors identify operational efficiencies.</li> <li>• We are reevaluating our service provider for the Controller function.</li> <li>• Anne is in the process of reestablishing payroll procedures. Plans are in place to conduct an external payroll audit led by Mgroup's HR's function.</li> <li>• The Carver staff has examined and is updating all rental contracts, certificates of liability insurance.</li> </ul>	<b>AREA REQUIRING ATTENTION</b>

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<b>IDENTIFY BUILDING PROJECTS</b>	5. Identify building projects by capturing staff, client, and board voice and develop a schedule of implementation.	Lead: Alex Chavarria, Chief Business Officer Partners: <ul style="list-style-type: none"> <li>Leadership Circle</li> <li>Environment Task Force</li> <li>Incoming Chief Advancement Officer</li> </ul>	On-going	<ul style="list-style-type: none"> <li>Carver's Leadership Circle has done several interactive exercises to identify key building projects and has developed a short-term plan for implementation. A task force of various key staff has been developed to drive the work forward.</li> <li>Developing a strategy to obtain client and board voice on potential building projects.</li> <li>An Environmental Task Force has been developed and has presented to staff to recommend priority projects.</li> <li>A Security Task Force of staff, board members and community advisors has convened, met and accomplished short-term projects.</li> <li>Emergency repairs to boiler and hot water heating system have been completed (restoring hot water to building and heat to 2nd floor). Repairs to pump for 1st floor heating were also completed.</li> <li>We will need to identify a working group to explore short and long term capital needs at Carver. We have reached out to the board to suggest volunteers/ board member candidates to support this effort.</li> </ul>	<b>ON SCHEDULE</b>
<b>COMPLETE IT IMPROVEMENT PLAN</b>	6. Diagnose existing IT infrastructure and develop a plan to streamline data management, information sharing, and internal/external communications through capturing the staff voice. Complete improvement plan.	Co-Leads: Alex Chavarria, Chief Business Officer and Milton Garcia, IT Coordinator Partners: <ul style="list-style-type: none"> <li>Sharon Devasia, Director of Systems and Information</li> <li>Leadership Circle</li> <li>Information Systems Task Force</li> </ul>	31-Mar-19	<ul style="list-style-type: none"> <li>The Leadership Circle has developed and refined an Excellence Rubric for the IT area which will drive a comprehensive workplan. This was presented to the full staff on 10/11.</li> <li>Carver's new phone system has been implemented and a new sound system for the multipurpose room has been installed.</li> <li>Milton Garcia set up a new ticketing system (Carver Resource Center), which streamlines logistical requests at Carver.</li> </ul>	<b>ON SCHEDULE</b>
<b>DEVELOP PROGRAM DASHBOARD</b>	7. Develop program dashboard that can be shared with board to provide insight into program-specific performance.	Lead: Leanne Tormey, Chief Learning Officer Partners: <ul style="list-style-type: none"> <li>Program Committee</li> </ul>	30-Jun-19	<ul style="list-style-type: none"> <li>This is a priority for the Program Committee. The Committee developed a draft of the Program dashboard, which the staff reviewed and vetted. The staff has agreed to start populating the dashboard in the beginning of the FY20 year, given that a number of metrics are not currently being tracked for the FY19 year.</li> </ul>	<b>ON SCHEDULE</b>
<b>EXPAND CLIENT VOICE WORK</b>	8. Expand client voice work initiated in FY18 for all five Learning Benchmarks.	Lead: Leanne Tormey, Chief Learning Officer Partners: <ul style="list-style-type: none"> <li>Program Committee</li> </ul>	On-going	<ul style="list-style-type: none"> <li>A monthly calendar of opportunities to capture the client voice has been established and is being employed.</li> <li>To date, client voice has been captured for the following programs: Fitness, Aquatics, Makerspace, Carver Market, Senior Programs, Citizenship Class, Adult English, CAP students and Teens. More to come via adherence to our calendar for capturing client voice.</li> </ul>	<b>ON SCHEDULE</b>
<b>DEVELOP AND APPROVE MODEL OF EXCELLENCE</b>	9. Develop and approve Model of Excellence to be known as "The Carver Way": identify best practices that can be applied consistently across the organization and inform the way Carver staff work together and interact with all stakeholders including clients, donors, and community partners. a. Evaluate the performance of each Carver organizational activity against the best practice criteria. b. Diagnose and develop a plan, timeline and owner/s to improve the performance of each organizational activity to meet the best practice criteria.	Lead: Leanne Tormey, Chief Learning Officer Partners: <ul style="list-style-type: none"> <li>Leadership Circle</li> <li>Full Staff</li> </ul>	1-Apr-19	<ul style="list-style-type: none"> <li>Carver Center staff is systematically moving through a series of rubrics. To date, the following rubrics have been reviewed and Carver's status has been diagnosed: "Environment"; "A Community of Professionals"; "Systems &amp; Information"; "Volunteer Efforts" and "Marketing".</li> <li>We continue to identify components of the organization for diagnosis.</li> <li>As rubrics are utilized, task forces are established to identify immediate and long-term action plans.</li> <li>The Learning Team has developed a new rubric for "Programmatic Excellence" and is in the process of applying it to each of the programs we run.</li> </ul>	<b>ON SCHEDULE</b>