

OBJECTIVE	DETAILS	OWNERS	TIMING	STATUS - 05/31/2019	
DEVELOP TARGETED 3-YEAR FUNDRAISING STRATEGY	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"> The Spring annual appeal was sent out to donors in early March, and Anne, Colleen and Claire have been meeting with donors. 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. Carver's "Circle of Friends" debuted at the Spring Benefit. The Spring Benefit exceeded our budget (net income of \$274k vs. budget of \$225k). ~47% of our 263 guests were 75th Anniversary Gala attendees. A e-blast was sent to 75th Anniversary Gala attendees who did not attend our 2019 Benefit, to share Darien's story and the new Carver video. A large pool of new donor prospects has been identified and will continue to grow. Strategies are being developed to create cultivation opportunities and proposals for support. A fundraising strategic plan has been developed by Colleen with support from Jim, Claire and Anne and was shared with the board ahead of the June 6 2019 board meeting. 	AREA REQUIRING ATTENTION
CREATE MORE ROBUST VOLUNTEER EXPERIENCES	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"> Volunteer engagement opportunities were offered to stakeholders invited to the benefit kick-off event in January. Board member Brian Stern and staff piloted an interactive family engagement experience in March 2019. 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. A pilot volunteer experience in the Edison CAP program took place on May 3. Volunteer experiences will be addressed in the marketing and development plans to be presented to the board in June. 	ON SCHEDULE
CREATE PURPOSEFUL MARKETING STRATEGY	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"> A marketing task force has been established and is underway. The Carver video created for the Spring Benefit is on the website and is being shared. April has drafted the FY2018 annual report. A marketing strategic plan has been developed by Colleen and was shared with the board ahead of the June 6 2019 board meeting. 	REVISED TIMING
IMPROVE FINANCIAL CONTROLS	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: • M Group - 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"> Payroll has been reviewed. Overtime practices have been reviewed and policies updated. Full-time hourly practices have been reviewed and are being updated to reflect policies. Staff is fully engaged in creating FY20 budget. 	AREA REQUIRING ATTENTION

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IDENTIFY BUILDING PROJECTS	5. Identify building projects by capturing staff, client, and board voice and develop a schedule of implementation.	Lead: Alex Chavarria, Chief Business Officer Partners: • Leadership Circle • Environment Task Force • Colleen Kane, Chief Advancement Officer	On-going	<ul style="list-style-type: none"> • A task force of staff to identify key building projects has been developed. • 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. 	ON-GOING
COMPLETE IT IMPROVEMENT PLAN	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: • Sharon Devasia, Director of Systems and Information • Leadership Circle • Information Systems Task Force	31-Mar-19	<ul style="list-style-type: none"> • 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. • Milton Garcia set up a new ticketing system (Carver Resource Center), which streamlines logistical requests at Carver. • A free IT Risk Assessment was conducted by an outside firm on May 30, and Carver scored a 72/ 100. The IT audit firm identified areas requiring attention. 	ON SCHEDULE
DEVELOP PROGRAM DASHBOARD	7. Develop program dashboard that can be shared with board to provide insight into program-specific performance.	Lead: Leanne Tormey, Chief Learning Officer Partners: • Program Committee	30-Jun-19	<ul style="list-style-type: none"> • The Program 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. • The first program dashboard (with only select data populated) will be presented to the board on June 6. 	ON SCHEDULE
EXPAND CLIENT VOICE WORK	8. Expand client voice work initiated in FY18 for all five Learning Benchmarks.	Lead: Leanne Tormey, Chief Learning Officer Partners: • Program Committee	On-going	<ul style="list-style-type: none"> • A monthly calendar of opportunities to capture the client voice has been established and is being employed. • Marketing Director has initiated a project to capture client testimonials. 	ON-GOING
DEVELOP AND APPROVE MODEL OF EXCELLENCE	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: • Leadership Circle • Full Staff	1-Apr-19	<ul style="list-style-type: none"> • 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 & Information"; "Volunteer Efforts"; "Marketing" and "Programmatic Excellence". 	ON SCHEDULE