

OBJECTIVE	DETAILS	OWNERS	TIMING	STATUS - 1/30/2020	SCHEDULE
<p><b>Carver's over-arching goal is to develop &amp; adopt its model of excellence: The Carver Way</b></p>	<p>To inform Carver's 3-year strategic plan, identify best practices that guide how all stakeholders work with each other (staff, board, clients, donors &amp; community partners). Create, diagnose and monitor rubrics for all areas of Carver organizational activity.</p>	<p>Lead: Leanne Tormey, Chief Learning Officer; Leadership Circle; Full Staff; Board of Directors</p>	<p>Ongoing. Present new rubrics by April 2020.</p>	<p>In September, leadership staff Identified the following priorities: Financial Stability for the Long Term; Living our Mission; Creating an Excellent Workplace; and Building a Foundation for Future Growth. New rubric: Retaining Excellent Staff. Task Forces: Environment, Client Culture, Volunteerism.</p>	<p><b>On Schedule</b></p>
<p><b>Develop a board excellence rubric for The Carver Way</b></p>	<p>Create, diagnose and monitor a rubric to address Board of Directors' activities and development. Consider nominating process, annual evaluation, attendance at events and more.</p>	<p>Leader: Claire Diesen Steinberg; Board Committees and support from senior staff leadership</p>	<p>Ongoing. Present new rubric by April 2020.</p>	<p>On Hold. Recommend that we replace this effort about how to improve board "operations" with a focus on mission and strategic planning. More to follow.</p>	<p><b>On Hold</b></p>
<p><b>Develop &amp; approve a 3-year strategic plan to implement The Carver Way through June 2023</b></p>	<p>Knitting together the results from each organizational goal, create a written 3-year plan that outlines Carver's goals for excellence in all areas: programming, advancement, finance, facility, governance and operations.</p>	<p>Leads: Anne Bradner, CEO; and Claire Diesen Steinberg, President, Board of Directors. All professional staff; board members and input from other stakeholders</p>	<p>June 30, 2020</p>	<p>Work on the Carver Way is continuing. Evolution in thinking reveals that this work focuses on HOW we implement our mission (values and culture). Revised recommendation is that we pivot energy to focus on strategic planning around programming to fulfill our mission. As we absorb the budget-driven changes that have taken place in FY21, how do we keep our focus on mission and strong program delivery for the future?</p>	<p><b>Behind Schedule</b></p>
<p><b>Create an infrastructure assessment, form ongoing vendor relationships, and develop a written plan to maintain an excellent facility with appropriate security at 400 Westchester Avenue</b></p>	<p>Identify long-term and short-term building projects by capturing staff, client and board voice. As part of the 3-year plan, create a schedule and budget for implementation.</p>	<p>Lead: Anne Bradner, Chief Executive Officer; Board Facility Committee (Rich Lawrence); Environment and Facility Task Forces</p>	<p>January 15, 2020</p>	<p>Volunteer Jim O'Shea is working with Carver to identify major building needs. A presentation involving scope and urgency is underway.</p>	<p><b>Behind Schedule</b></p>

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<b>Continue Targeted Fundraising Strategy including long-term funding for CAP (Carver After Program) and Facilities and to inform 3-year planning</b>	Build on the plan developed in FY19 to increase revenue from all sources.	Lead: Colleen Kane, Chief Advancement Officer; Board Advancement Committee (Jim Howland and Amy Fisch, Co-Chairs); Stakeholders in excellence work for Marketing and Volunteerism	Ongoing with written plan completed by March 30, 2020.	Two grants awarded since September provide multi-year funding (\$280K + \$45K); facilities needs have not yet been addressed; long term strategies are being identified for continued expansion of annual appeal, grants and special events revenue.	<b>On Schedule</b>
<b>Ensure that volunteerism supports program excellence; builds brand awareness and assists fundraising goals</b>	Using and expanding upon the rubric of excellence developed in FY19, incorporate volunteerism fully in all Carver planning. Evaluate volunteer experiences and metrics to focus efforts on the most productive volunteer engagement activities.	Lead: Gina Nocco, Director of Talent with all staff and board committees	Create written plan by April 30.	Volunteer statistics are being shared with board; participation is robust; progress has been made with Teen Dance.	<b>On Schedule</b>
<b>Improve financial management to promote excellent oversight of Carver's financial activities and progress</b>	Ensure that the new contract with M Group and upgraded relationship with Prime Pay meet Carver Center's needs; monitor Carver's financial progress and cash-flow with transparency; create the budget for FY21 by spring of 2020; establish succession for treasurer; participate in 3-year planning; create strategies to pay off credit line while supporting Carver Center's programs & facility.	Lead: Anne Bradner, Chief Executive Officer; Rob Kost, Board Treasurer; Finance Committee; Navy Djonovic, Principal at M Group	Ongoing.	Prime Pay upgrade has been highly successful. Moved to modified cash accounting to better track cash-flow. Using new monthly dashboard format. Prospective Treasurer will join finance committee but not take officer leadership position.	<b>Behind Schedule</b>
<b>Use program dashboard and client voice work as a decision-making tool when evaluating program plans</b>	Populate the program dashboard created in FY19 to inform the board and staff. Continue client voice work initiated in FY18 for all five learning benchmarks and weave it into excellence work with intentionality. Use the dashboard as a decision-making tool in evaluating program success and 3-year planning.	Lead: Leanne Tormey, Chief Learning Officer; Program Committee (Jen Prather, Chair); Programmatic Excellence Task Force; Learning Team Staff	Ongoing.	Client voice work underway at mid-year.	<b>Client Feedback - On Schedule / Program Dashboard - Behind Schedule</b>