

## Carver Center FY22 Budget Narrative Revised

Dated: 6.4.2021 With updates 9.27.2021

### Summary of Activities:

I consider this operating budget to be the basis upon which we can make decisions and alterations as the year unfolds. It assumes we keep all the people we have on staff currently plus add in a salary for a 12-month Chief Program Officer or consultant.

The budget assumes that the Carver Market, Teen Center and Citizenship activities continue as is. We have budgeted to bring back Senior Breakfast. Aquatics is starting to roll back but we have not been so ambitious as to budget for break-even (lifeguards are in short supply currently). We plan a small Summer Experience Program from July 6 – August 12 with existing staff and some part-time help (mostly teens).

The fate of After School Elementary Programs is currently unknown. The plan is to a) submit for reimbursement of the 2019-2020 program from the After School Advantage Grant (we now have a contract); begin the process of licensing Carver Center with the idea that the program could return to 400 Westchester Avenue if that is more cost-effective and/or the School District doesn't allow us to return. We are working with LAPA Fundraising's grants officers to explore opportunities to apply for additional funding to bring back the program (albeit probably smaller ... the NYS grant only requires 140 participants). In the fall, while we plan, current staff could run enrichment programs (on site or in the schools) or continue Virtual CAP and plan for 2022.

Carver Center did submit a claim for the 2019-2020 year of Afterschool. We await notice about reimbursement.

The Port Chester-Rye Union Free School District received American Rescue Plan Funding and is contracting with community partners for afterschool programming. At this juncture, the District has asked Carver Center to run a sports/homework help program for 60 students and to consider implementing a larger middle school program for 140 students. Details are being discussed.

Carver Center's current staff is developing the sports/homework program. We have a consultant in mind to hire to help us develop a larger program.

This month we learned that WESTCOP lost the contract to run Head Start. We do not yet know which agency received the contract, but the expectation is that they will want to run the Port Chester Children's Place Head Start program at Carver Center. Accordingly, I left the rental income and associated expenses in the budget. However, I am guessing that the new agency will not utilize our food service so, the budget only includes our kitchen staff through July and August. The Logistics Coordinator (Mike Williams) has been moved into the Carver Market department.

Open Door with Family Services of Westchester has the contract. We are in conversation currently and know they are interested in utilizing Carver Center's space. We also know they under-estimated rental income (budgeted by Carver at \$90,000 per year) but may be able to substitute some of the rental

income for one-time capital improvements to make the space ready for use. We are exploring whether they can pay some of all of the estimated \$37,000 to fix the roof fans in lieu of some of the rent.

## REVENUE

### Unrestricted Contributions

- Forecast reflects continuing work with LAPA Fundraising to improve major gifts. We predict we will raise enough additional contributed income in FY22 to cover LAPA's fees. That ratio should continue to improve over time.

Carver received an unanticipated gift of \$500,000 in August. We do not plan to back down on our aggressive fundraising plan, however we are concerned about our ability to hold an in-person fundraiser in April of 2022.

### Restricted Contributions

- Everything included is either confirmed for very likely to renew

### Government Grants

- Assumes that our food service program (the kitchen) only operates in July & August.
- The Port Chester-Rye Union Free School District has expressed interest in having Carver provide meals at their new elementary afterschool program. Conversations are underway.
- Assumes we do get the "contract" to serve the school district as we did in FY21 which is not yet confirmed. This summer food service accounts for a net profit of \$60,000 not including indirect costs (labor). We did get the opportunity to serve these meals and are awaiting \$158,894 in income from the Summer Food Service Program.
- Assumes we give meals to all children attending summer programs and that we receive government grant reimbursement through the summer food service program. As per above.
- WESTCOP has lost the contract for Head Start. I am assuming that the new agency will want to rent space at Carver Center (see rental income) but that they may already have a food vendor. The Children's Place (at Carver Center) has expressed interest in our meal service; but the other four sites we previously served are not confirmed.
- Westchester County Grants, while technically government grants, are budgeted under restricted contributions.

### Rental Income

- Includes Head Start (\$90,000); Basketball; Aquatics (Badger Swim Club is a key component). Leaves some room for growth although more rentals may require incrementally more staffing.
- Lifeguard and other staffing shortages (welcome desk and custodial staff) have limited our ability to add more rentals. We are not yet open on Sundays.

### Program Fee Income

- Only includes income for Camp/Summer Experience, Citizenship and Aquatics
- Leaves room for new programs in elementary afterschool and middle school which have not been developed.
- The School District has asked Carver Center to develop afterschool programs for the middle school which they will pay for using American Rescue Plan funding. Conversations have begun and no formal commitments have been made.

### Food Service Income

- Only included income for Happy Corners Day Care and Tot's Place in July and August. Fate of food service is in question.
- Afterschool meals would be paid through government grants from CACFP. Food Service income from Port Chester Head Start looks likely. But we do not yet expect food service income from the four additional Head Start sites we used to serve.

### Annual Benefit

- Colleen, in consultation with LAPA Fundraising recommend \$460,000 projection with expenses of \$110,000. Early plan is to honor Tom Murphy who hopes we can do something with Capital Theater and/or the band that played at the 75<sup>th</sup> Anniversary event. Yvette has volunteered to chair/co-chair.
- Planning is underway with concerns as mentioned above as to our ability to hold an in-person event.

### Endowment Income

- Left in the draw as per recent practice

### EXPENSES

**Salaries and Benefits** includes existing staff with the addition of a year-round Chief Programs Officer (line might be used for a consultant and/or search firm services). Food Service staff is only included through August. Some salary adjustments are included to meet upcoming thresholds for minimum wage; base salary requirements for exempt staff; cost of living adjustments of 3%.

We have contracted with a Program Consultant to establish food service plans for FY22 and to hire a new Chef as Gustavo Diaz will retire soon. We will need a Program Consultant to help us implement an afterschool program should we continue to pursue this option.

Our Senior Director of School-Aged Children's Programs and our STEAM Coordinator left Carver Center's employment over the summer. There are no plans to fill either position at present.

**Insurance** does not include coverage for CAP at JFK and Edison.

**Food** reflects the demise of the meal program for daycares and afterschool. **Food expenses will go back up if we implement the afterschool program and one Head Start program.**

We did not budget for the **student dance**. It's a lot of work for the money and we think our efforts are better spent on grant writing, cultivation of individual donors and major gifts work.

#### **What's not included:**

IMPACT 100! In June we will learn whether we have been awarded \$85,000 to purchase a school bus and pay for staff to drive it; or we will receive \$26,000 in unrestricted funding. Note that if we get the bus, this will influence other program decisions and use of staffing. **We received \$26,000 from Impact 100 and a gift of \$40,000 to make the purchase of a bus in January 2022.**

Any reimbursement funds received through the NY State Afterschool Advantage Grant. **Claim has been submitted.**

Future funding through our awarded \$280,000 per year NY State Afterschool Advantage Grant. We would need to find another \$300,000 to run the program in the way that we'd like to operate before we could start the program in addition to restricted gifts and the grant. **We asked the District to meet the shortfall in order to continue the program at JFK and Edison. At present, the District has chosen to partner with other community agencies for elementary programming in year 1 of 5 of the American Rescue Plan initiative.**

Likely continued funding from County Emergency Food Programs but we haven't included income or expense.

\$25,000 of our cash balance is restricted funding for a middle school Junior Carver Scholars Program. I believe our Senior Director of School Aged Children's Programs (Matt Casey) can help me set this program in motion, but we may need to hire a consultant/part-time employee to run the program using the funding. That expense is not included in the operating budget. **The Foundation is letting us apply this funding for our Carver Scholar Coach, a position that has been empty since 2019. The staff salary will not use the whole grant, the rest of which will provide general support for the Scholar Program.**

Capital Expenses or funding. We will apply for Community Block Development Grants through Westchester County. Carver has received these in the past (repaired our roof 15 years ago). **Applications were submitted.**

Capital Improvements for computers. All of Carver Center's aging computers are dying. We've replaced four this year and anticipate this will continue in the months and years ahead. We have applied for \$15,000 to update the Tech Lab with funds from Steve Otis' office. **\$15,000 has been granted but not yet received. We cannot purchase the computers until funding is received.**

Potential funding to support digital literacy programming, childcare or COVID recovery.

- A. Bradner
- 6/4/2021