



PORT CHESTER CARVER CENTER STRATEGIC PLAN 2024-2027

Port Chester Carver Center (“Carver Center”) has served the community’s children and families since 1943. Now in its 81st year, Carver Center is the largest and longest-running community center in the village of Port Chester, with educational, recreational, and supportive programs for families and individuals of all ages.

In the spring of 2023, Carver Center embarked on a strategic planning process to develop a roadmap for organizational development over the next three to five years. The plan articulates goals for program expansion, talent recruitment, improved communications, and financial sustainability while re-committing to assisting those who come through their doors with programs and services that offset the effects of poverty and help residents combat barriers to success.

The plan was unanimously approved by the board In November 2023 with key priorities firmly in place:

1. **MISSION-FOCUSED** – The commissioned Community Needs Assessment is a vital tool for providing information on the critical needs in the Port Chester community. The leading concern identified in the study references the scarcity of affordable housing in Port Chester. While the housing crisis is a regional problem that Carver Center can’t pretend to solve alone, we can help families address issues that arise as an indirect result of the expensive, scarce, and cramped conditions they experience. Carver Center will help our community thrive through programs that nourish, educate, and empower. We will achieve this both through our own direct services and by referrals to trusted community partners who offer specific expertise we do not currently have in-house (e.g., legal and health services). In this way, we avoid duplication of services with other nonprofits, help our families address their needs, and stay true to our mission.
2. **RESOURCE HUB** – Carver Center will be the premiere community resource hub where residents can go to readily find information on housing, mental health, childcare, and other programs and services offered in Port Chester and Westchester County.
3. **COMMUNITY AWARENESS** – Carver Center is a known and trusted member of the community, but there are still many residents and potential donors who don’t know about the range of programs and services offered. Carver will work to build awareness in the community in order to reach, serve, and educate more residents.



4. **PARTNERSHIPS** – Carver Center will explore opportunities to expand programming with key area stakeholders who complement and strengthen its mission.
5. **TALENT** – The leadership team will mindfully continue creating staff and volunteer positions to support new programming. We will look for ways to promote from within and will be thinking about succession planning for staff and board leadership. We will also be a competitive employer in the nonprofit marketplace by exploring options for more attractive health and retirement benefits and ensuring that salaries are in line with those of comparable institutions.
6. **FINANCIAL SUSTAINABILITY** – With the support of our stakeholders, Carver Center will grow and diversify our funding sources to make this growth possible and to ensure the long-term sustainability of our community impact.

Goals and Strategies

During the strategic planning process, the Strategic Planning Committee completed an analysis of strengths, weaknesses, opportunities, and threats (SWOT); identified four strategic opportunity areas for growth, efficiencies, and improvement; and developed goals and an action plan for each area.

The Action Plan that follows outlines strategies for achieving each goal and target completion dates.

1. **PROGRAM EXPANSION** – To increase the depth and breadth of service to Port Chester residents by enhancing Carver Center programs, broadening community awareness, and improving outreach for the essential services the organization provides.
2. **MARKETING & COMMUNICATIONS** – To build engagement and stronger community support through increased awareness and outreach.
3. **TALENT** – To be a competitive employer with a client-focused culture – one that embraces equity, inclusion, and diversity at its core, and where an accountable, committed, and skilled workforce and volunteers live the Carver Center mission and values each and every day.
4. **FINANCIAL SUSTAINABILITY** – To ensure Carver Center has the financial resources needed to meet the community's needs now and, in the future, and can weather future storms.



Guiding Statements: Vision, Mission, Values

NEW VISION

Creating opportunity for all to learn, work, and thrive

CURRENT MISSION

Building brighter futures by serving, educating, and empowering families in our community.

NEW MISSION

Port Chester Carver Center helps our community thrive through programs that nourish, educate, and empower.

NEW CORE VALUES

At Carver Center, we value:

Dignity

We welcome everyone with kindness and care.

Integrity

We are trustworthy and honor the commitments to those we serve.

Inclusion

We respect each other and embrace equity, justice, and belonging.

Growth

We embrace opportunities to learn, improve, and make an impact.

Leadership

We provide expertise and pursue excellence in all we do.

Collaboration

We employ teamwork to build strong and lasting partnerships.