

DASHBOARD

Strategic Areas of Focus:

		Original Due Date	On track		Status	Notes
			Yes	No		
1-1	1-1. Increase the supply of free food through the Carver Market by adding more pick-ups from Feeding Westchester and increasing Retail Recovery activity.	FY 24-Q3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Complete and ongoing	We are receiving much more free food from Feeding Westchester than we did in prior years by picking up in between their weekly delivery.
1-2	1-2. Hire full-time Carver Market Assistant.	FY 24-Q3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Complete	Armando Garcia joined the Carver Market Team in July
2-1	2-1. Fully leverage Carver's client database to better serve and communicate with the families who use our current programs.	FY 24-Q3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing Progress	We are making good progress with Apricot 360.
1-3	1-3. Expand Carver Market hours of operation.	FY 24-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Plans in Progress	Targeting Saturday hours no later than January
1-4	1-4. Source and secure new walk-in freezer and refrigerator, and ensure backup power to increase storage capacity and manage the increased need to store food for both food services and Carver Market departments.	FY 24-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Walk-Ins Installed	Plans for generator on freezer are in motion
1-9	1-9. Rebrand Teen Center with a new name and strengthen programs.	FY 24-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Complete	Abandoned name change. Programming is robust and Teen Center participation has increased.

1-5	1-5. Hire a full-time Aquatics Assistant Director for program expansion.	FY 25-Q1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Complete	Changed course to hire a part-time hourly swim coach.
1-6	1-6. Implement staff development program to grow aquatics staff.	FY 25-Q1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Plans in Progress	New lifeguard and Water Safety Instructor training classes are planned for January 2025 to develop more staff for spring and summer. Six staff members have obtained their Lifeguard Instructor Certification to help with this process. In addition, we are currently hosting two staff training workshops per month.
2-2	2-2. Expand staffing support to include a full-time bilingual marketing/external affairs position.	FY 25-Q1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Complete	Re-organized the advancement staff to give opportunity to our Advancement Director to take on this role as a part-time responsibility within her job description.
3-1	3-1. Develop a diversity, equity, and inclusion plan, policy, and statement.	FY 25-Q1	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Delayed	Bumped out this project to Q2 of FY25
4-1	4-1. Hire full-time Development Associate to execute strategies 4-3 to 4-6.	FY 25-Q1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Complete	Amended the plan to hire a part-time grantwriter and a full-time individual giving manager.
4-2	4-2. Establish a board level ad hoc committee to explore how to maximize/grow the Carver Center endowment.	FY 25-Q1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Amended	Finance Committee moved funds to maximize growth.

2-3	2-3. Increase social media presence.	FY 25-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing Progress	Advancement Director has expanded our social media presence. New Linked-In initiatives have been proposed.
2-4	2-4. Refresh marketing materials.	FY 25-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In development	Currently creating new rack cards and a brochure. In design and editing phase.
3-2	3-2. Using tools such as Nonprofit Westchester's Compensation Report, create a plan for salary recalibration for next three years.	FY 25-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing Progress	Used this tool for FY25 budget. Need to develop longer term plan.
3-3	3-3. Refine organizational chart and rewrite job descriptions to provide greater depth in responsibility and accountability.	FY 25-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In early development	Carver has created a number of new positions in FY25. Older job descriptions have yet to be evaluated. Need better software tool for organizational chart.
1-12	1-12. Secure funding for case management professional staff to ensure continuation and growth of this new program.	FY 25-Q3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In early development	Currently spending down the last of our start-up grant; received new funding from Field Hall in FY25; have support from one other foundation.
3-4	3-4. Develop succession plans and build talent pipeline for board and staff, and plan pathways for staff career advancement.	FY 25-Q3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In early development	
1-7	1-7. Expand focus on water safety by increasing the program times for the Learn to Swim, Lap Swim, and Family Swim from three days to five.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Halfway to goal	Increased Carver's water safety programs from three days to four in fall '24

2-5	2-5. Develop and implement an annual communications plan to include internal and external audiences.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Not yet started	
3-5	3-5. Create a plan for streamlining and improving cultivation, recruitment, overall volunteer experience at Carver Center.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In early development	Volunteer Management has been moved from G&A to Advancement. In early stages of training new employee.
3-6	3-6. Update the benefits program to better serve employees and increase participation in retirement and health plans.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing Progress	New 401K program will launch in January 2025
3-7	3-7. Strengthen systems and annual budget for employee professional development opportunities.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Not yet started	
4-3	4-3. Pursue government grants that aligned with Carver Center programs for youth services and workforce development programming for emerging young adults.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing Progress with great success	LEAPS funding will provide \$900,000 for each of five years; Workforce development launched in FY24 with substantial funding.
4-4	4-4. Increase unrestricted contributions by 5%.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In early development	Individual giving manager hired.
2-6	2-6. Update and refresh the website.	FY 26-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Not yet started	
3-8	3-8. Cross-train staff on key systems (i.e., Apricot 360 and Raiser's Edge NXT).	FY 26-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Not yet started	

1-8	1-8. Expand swim program to include private swim lessons, more water safety instruction, water aerobics, and other classes, and establish a swim team.	FY 26-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Well ahead of schedule	Swim Team began in FY24 with a Youth Sports Grant and is continuing in FY25
4-5	4-5. Create, fund, and implement a 3 year capital improvement plan to ensure that Carver Center facilities can house program needs and to address deferred maintenance needs.	FY 27-Q2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	In early development	Capital Facilities Plan for FY25 with significant funding is underway. Need a Board-level facilities committee and more professional expertise for project implementation.
1-10	1-10. Sustain Carver's commitment to developing and offering affordable afterschool programs for elementary and middle school children with support from community stakeholders and partners as opportunities afford.	ongoing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing	Elementary afterschool is funded at two schools for 5 years; funded at the other two schools through next year. Middle School expansion is desirable.
1-11	1-11. Strengthen Scholarship Program to support youth with scholarships through all years of post-secondary education and to program coaching for scholarship recipients to help them navigate their journey and improve outcomes.	ongoing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Well underway	Funding expanded to \$58,000 in FY25. Program Committee is analyzing our goals; staff is preparing impact measurement report.
4-6	4-6. Grow the fundraising program by increasing the number of major donors by 5% year over year.	ongoing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing	Expansion of Advancement Department implemented. Committee goals for FY25 align with the strategic planning goal.