



PORT CHESTER CARVER CENTER  
STRATEGIC PLAN  
2024-2027

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## Introduction

The Port Chester Carver Center (“Carver Center”) has served the community’s children and families since 1943. Founded by a small group of concerned, black community members: an entrepreneur, a dentist, three ministers, a hairdresser, a post office employee, a social worker, and a passionate group of volunteers who were grassroots organizers and advocates for the minority community in Port Chester, Carver Center grew to a small food pantry and child care program that operated out of a rented synagogue basement for over 50 years. Today 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.

Carver Center has grown tremendously since its inception, serving thousands of people each year. Activities and services offered by Carver Center typically fall under the following program areas: Adult and Family; Aquatics; Nutrition and Wellness; Children, and Youth and Young Adults. Carver’s building features a full court gymnasium, a 25-yard heated indoor pool, a dance studio, classrooms, a full kitchen, and other multi-purpose use spaces. Carver Center’s facility also serves as a home to many community programs including Family Services of Westchester’s Port Chester Children’s Place, Boy Scout Troop 400, Beyond the Game Basketball, SPARC, Port Chester High School Swim Team, and more.

The impact of the Carver Center experience is clear. Whether it be one of the 1,500 family visits each month to the Carver Market to pick up fresh groceries, baby products, and household supplies; the teens or tweens served through the after-school and summer camp programs, and enrichment activities; or the adults and families who are enrolled in citizenship and English Language Learning programs – to name just some of the Carver Center programming – Carver is here to serve them all and no one is ever turned away.

Beginning 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 gives Carver Center the opportunity to focus on program expansion, talent recruitment, and financial sustainability while staying committed 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.

It is critical to point out that it took a coordinated and collective effort to accomplish this strategic plan. Board members, staff, advisors, and families all shared their expertise, gave generously of their time, and worked together to create a framework to benefit Carver Center for several years to come. The strategic planning process was led by consultants from The Strategy Group, LLC.

## Carver Center Today

Now in its 80<sup>th</sup> year, Carver Center serves thousands of households and individuals annually through its food pantry, after-school youth programs, citizenship classes, and much more.

Carver plays a critical role in Port Chester as one of the premier food providers, which resulted from increased demand during the COVID pandemic. Today, the Carver Market routinely serves 1,500 families each month, offering a dignified shopping experience for families and individuals with a self-choice, indoor food pantry free of charge. From September to June, local faith-based organizations and Carver volunteers offer hot meals and smiles to friends and neighbors each Saturday through the Dinner @ Noon program. And, the food services team prepares and distributes meals daily to children enrolled in daycare and/or after-school programs.

Carver continually strives to provide quality community programming. Aquatics offerings include the popular Learn-to-Swim programming and water safety instruction classes as well as family and lap swim opportunities. Numerous teens, tweens, and middle school students participate in Carver Center's after-school and summer programs each year. In addition, hundreds of adults enroll in Carver's citizenship classes and ELL (English Language Learning) programs throughout the year.

Carver Center's job is too great and too important to do alone – during the past year, 700 volunteers contributed a combined 3,500 hours of their time to support the organization's programming. Carver Market volunteers assisted guests with sign-in, checking out, restocking, and unpacking food. Volunteers also provided academic support to tweens and teens in the after-school programs and supported Carver's Saturday Dinner @ Noon hot meal program.

## Looking to the Future

With a new vision, mission, and values that better reflect the organization's needs today, Carver Center's Strategic Planning Committee focused its work in developing intentional goals and strategies around four focus areas: Talent, Program Expansion, Marketing and Communications, and Financial Sustainability.

As the organization looks towards long-term sustainability, it will need to foster a dynamic team where staff skills and talents are best served to support the work moving forward. The leadership team is committed to succession planning and creating an environment and culture where diversity, equity, and inclusion are not only valued, but lived daily.

At the heart of the Carver Center organization are its diverse program offerings – food; aquatics; school age, youth, and young adult programming; and adult services – all of which will be carefully evaluated to assess impact and reach and to make recommendations for expansion and

growth. With food and nutrition top of mind, Carver will work to expand its ever-popular Carver Market with more hours and food. With Carver Center's having the only publicly-accessible pool in Port Chester and offering a wide range of programming options at affordable prices, the organization is well-positioned to expand its aquatics program. Carver Center also recognizes the importance of nurturing partnerships and will look for new opportunities as part of the plan.

The organization will broaden community awareness and support with an increased media and online presence, refreshed marketing materials, and an updated website. As the community of Port Chester is ever-evolving, so are Carver Center's programs. While continuing to offer many learning opportunities for people of all ages, Carver is increasing its core human services to meet the community's needs. We want people to know they can turn to Carver Center for information, referrals, and supports that increase health and wellness while expanding opportunity.

With financial sustainability as a strategic area of focus, Carver Center plans to grow and diversify its funding sources through a variety of new strategies. It should be noted that the full implementation of some strategies in this plan will require additional staffing, described in more detail throughout this document.

Carver Center is well-prepared to shape future programming and implement its strategic plan with its staff, board, families, and community partners. This plan is a living and breathing document to be used as a roadmap to drive conversations and decisions. It will be a guide for prioritizing the work, allocating resources, and tracking progress. Importantly, a roadmap is not static – it needs to be consulted often and adjusted as needed. No doubt Carver Center will live its plan to the fullest.

## Planning Process

This Strategic Plan is the product of an eight-month process that involved input from various stakeholders including staff, board members, Carver Center participants, volunteers, donors, and community partners. The planning process was facilitated by The Strategy Group, LLC, following the process outlined in Attachment 1. Key inputs to the planning process included:

### Establishment of a Strategic Planning Committee

The Strategic Planning Committee was comprised of six Board Members, one former Board Member, and six Carver Center staff members (see Table 1).

**Table 1. Strategic Planning Committee Members**

<b>Board Members</b>	<b>Staff Members</b>
1. Yvette Hammel, <i>Board President</i>	1. Daniel Bonnet, <i>Chief Program Officer</i>
2. Jim Howland, <i>Board Vice President</i>	2. Anne Bradner, <i>Chief Executive Officer</i>
3. Jill Maitland, <i>Board Member</i>	3. Angie Diaz, <i>Welcome Center Manager</i>
4. Edouard Metrailler, <i>Board Member</i>	4. Colleen Kane, <i>Chief Advancement Officer</i>
5. Tom Murphy, <i>Former Board Member</i>	5. Karina Lehan, <i>Director of Youth &amp; Family Programs</i>
6. Stephen O'Connor, <i>Board Member</i>	6. Gina Nocco, <i>Senior Director of Operations</i>
7. Bryant Romano, <i>Board Member</i>	

### Community Needs Assessment

Carver Center contracted with Aperio NY, Inc., a Westchester-based program evaluation and impact measurement firm, to conduct a Community Needs Assessment between January and June 2023. The study took an inclusive approach, involving nearly two dozen community stakeholders that serve Port Chester. This would yield an informed collective approach to Carver's research and involve those from whom Aperio NY could gather critical perspectives to develop the community-wide data-gathering strategies and instruments.

An executive summary is included in Attachment 2 and the full 37-page report is available upon request.

Key strategic themes from the report are also included in Tables 2 and 3.

**Table 2. Key Themes from Community Needs Assessment – Survey Data**

Critical Areas of Need for Adults	Critical Areas of Need for Youth
<ul style="list-style-type: none"> <li>• The need for jobs, info about available programs/services, English classes, and support with immigration/citizenship were noted as high</li> <li>• For older adults (55+), their needs were much more critical around food, learning about programs/services available to them, health-related services, and recreational activities for themselves</li> </ul>	<ul style="list-style-type: none"> <li>• Job skills</li> <li>• Being able to get into the college of their choice</li> <li>• Having the life skills necessary to manage post-high school</li> <li>• Mental and emotional health</li> <li>• General life security (money, housing, safety)</li> </ul>

**Table 3. Key Themes from Community Needs Assessment – Community Conversations**

The community stakeholder interviews and focus groups with adults and youth were a vital component to providing information on critical needs. A number of areas were identified as potentially significant for Carver Center to explore (detailed in full in the Attachment 2). These include (listed here in hierarchical ranking of needs based on both amount of conversation and strength of feedback):

<ol style="list-style-type: none"> <li>1. Housing</li> <li>2. Information Dissemination</li> <li>3. Youth Engagement</li> <li>4. Medical and Mental Health support, including use of substances</li> </ol>	<ol style="list-style-type: none"> <li>5. Food</li> <li>6. Childcare</li> <li>7. Adult Education (e.g., digital skills, ESL classes, financial literacy and job readiness skills)</li> </ol>
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**Strategic Planning Committee Meetings**

From June through early September, the Strategic Planning Committee met for over 30 hours to create a new strategic plan designed to help Carver Center focus its operations and plan for growth. The Committee worked to develop new mission, vision, and values statements, identify opportunity areas, and develop measurable strategies for each opportunity area. The following strategic areas of opportunity were identified as the key areas of focus:

1. Program Expansion
2. Marketing & Communications
3. Talent
4. Financial Sustainability

The strategic recommendations that follow are intended to provide Carver Center with a roadmap to continue strengthening its infrastructure and programs.

## Carver Center Assumptions

The Strategic Planning Committee created this plan with the following key assumptions:

- 1. Mission-Focused** – The Community Needs Assessment was a vital tool for providing information on the critical needs in the Port Chester community, and Carver Center will use the information in the report to drive its work forward in the strategic plan and its day-to-day work. The organization will stay mission-focused and will not attempt to respond to every issue identified in the assessment with direct services (e.g., housing, mental health) as there are partners in Port Chester who are actively engaged in this work.
- 2. Resource Hub** – Carver Center plays a vital role in providing valuable resources to the Port Chester community through case management including providing resources and information on rent relief, social services programs, community drives, and supplemental food distributions to name just a few. The Community Needs Assessment reinforced that community members are eager to learn more about what programs and services exist to better equip themselves with the tools needed to take meaningful action for themselves and their families. Carver Center will be the community resource hub where residents can go to readily find information on housing, mental health, childcare, and other programs and services offered in the Port Chester community.
- 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 programs and services offered. Carver will work to build awareness in the community in order to reach, serve, and educate more.
- 4. Partnerships** – Carver Center will explore opportunities to expand programming with key Port Chester stakeholders who complement and strengthen its mission (e.g., 914Cares, STEM Alliance, Meals on Main Street, Sharing Shelf, Open Door, Port Chester-Rye Union Free School District to name a few).
- 5. Talent** – Having strong and knowledgeable people (staff, board, and volunteers) in the right positions is critical to Carver Center's future sustainability. The leadership team will mindfully continue creating positions to support new programming and look for ways to promote from within and will be thinking about succession planning for staff and board leadership. The ultimate goal is to nurture a professional institution where all can grow and succeed.
- 6. Financial Sustainability** – Carver Center's goal is to grow and diversify funding sources for long-term sustainability. The organization will continue to be good stewards of its funds using a balanced budget to continually maximize programs and services to the community.



## Carver Center – Current Programs-at-a-Glance

Carver Center meets many critical needs and has a robust set of program offerings:

### Adult and Family

- Case Management Services
- Citizenship Classes
- ELL (English Language Learners)

### Aquatics

- Swim Lessons
- Water Safety Instruction
- Aquatics Workforce Development

### Nutrition and Wellness Programming

- Carver Market
- Dinner @ Noon
- Food Services
- Retail Recovery

### School Age, Youth, and Young Adult Programming

- Elementary After-School
- Summer Camp
- Tween Center
- Teen Center
- Scholarships
- Summer Youth Employment

For full descriptions of all program offering listed above, visit:

<https://carvercenter.org/programs/>

# Guiding Statements: Vision, Mission, Values

NEW VISION	
Creating opportunity for all to learn, work, and thrive	

CURRENT MISSION	NEW MISSION
Building brighter futures by serving, educating, and empowering families in our community.	Port Chester Carver Center helps our community thrive through programs that nourish, educate, and empower.

NEW CORE VALUES
<p><b>At Carver Center, we value:</b></p> <p><b>Dignity</b> We welcome everyone with kindness and care.</p> <p><b>Integrity</b> We are trustworthy and honor the commitments to those we serve.</p> <p><b>Inclusion</b> We respect each other and embrace equity, justice, and belonging.</p> <p><b>Growth</b> We embrace opportunities to learn, improve, and make an impact.</p> <p><b>Leadership</b> We provide expertise and pursue excellence in all we do.</p> <p><b>Collaboration</b> We employ teamwork to build strong and lasting partnerships.</p>

## 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.*

## Action Plan by Strategic Area of Focus

### Strategic Opportunity 1 – Program Expansion

Carver Center has a long-storied history in the Port Chester community of providing exemplary programs and services for people of all ages. This is the foundation the organization plans to build upon to bring its signature programming to new audiences throughout the area. Carver Center serves thousands of households and individuals per year with its food and nutrition programs, and will expand with increased hours in the Carver Market and doing more with Retail Recovery. With a growing waitlist of people eager to learn to swim and use one of the only pool facilities in the area, Carver Center plans to be a leader in water safety and swimming with expanded hours, lessons, and workforce opportunities for youth wanting to work in the field. To support the important expansion work in both food and water safety, staffing increases will be necessary. Additionally, the organization will expand and develop new programs to meet the growing needs of all Carver Center participants with an emphasis on teen and workforce development programming in the coming years. And finally, Carver will expand its case management supportive services to provide cradle to career support to all those it serves.

<b>Program Expansion Goal:</b>				
<i>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.</i>				
<b>Strategies</b>	<b>Who</b>	<b>Timeline</b> Fiscal Year runs from July 1-June 30	<b>Cost</b> Low/Med/ High	<b>Effort</b> Low/Med/ High
<b>Food</b>				
<i>Goal: Increase the capacity of Carver Center to provide free food to the people of Port Chester.</i>				
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.	Chief Program Officer	January 2024	Low	Low
1-2. Hire full-time Carver Market Assistant.	Chief Program Officer	January 2024	High	Medium
1-3. Expand Carver Market hours of operation (e.g., Saturdays).	Chief Program Officer	June 2024	Medium	Low

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.	Chief Advancement Officer, Chief Program Officer	June 2024	Low – donated High – purchased	Medium
<b>Aquatics</b>					
<i>Goal: Ensure that all children and adults have the opportunity to learn life-saving waters skills.</i>					
1-5.	Hire a full-time Aquatics Assistant Director for program expansion.	Aquatics Director	July 2024	High	Medium
1-6.	Implement staff development program to grow aquatics staff.	Chief Program Officer, Aquatics Director	July 2024	Medium	Medium
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.	Aquatics Director	June 2025	Medium	High
1-8.	Expand swim program to include private swim lessons, more water safety instruction, water aerobics, and other classes, and establish a swim team.	Aquatics Director	June 2026	Medium	High
<b>School Age, Youth &amp; Young Adult Programming</b>					
<i>Goal: Provide quality and enriching programming which inspire children and youth to become leaders in their community.</i>					
1-9.	Rebrand Teen Center with a new name, and strengthen programs including: college access, vocational training,	Chief Program Officer	June 2024	High	High

	workforce development, life skills, digital literacy, and enrichment activities that develop social and cultural awareness.				
1-10.	Sustain Carver's commitment to developing and offering affordable after-school programs for elementary and middle school children, with support from community stakeholders and partners as opportunities afford.	Chief Executive Officer, Chief Program Officer, Chief Advancement Officer, Directors	Ongoing	Low	High
1-11.	Strengthen Scholarship Program to support youth with scholarships through all years of post-secondary education and to provide coaching for scholarship recipients to help them navigate their journey and improve outcomes.	Chief Program Officer	Ongoing	High	High
<b>Adult</b>					
<i>Goal: Invest in case management as an integral part of Carver Center's program and services.</i>					
1-12.	Secure funding for case management professional staff to ensure continuation and growth of this new program.	Chief Executive Officer, Chief Program Officer, Chief Advancement Officer	January 2025	High	High

Low Cost = Under \$5,000; Medium Cost = \$5,000-\$50,000; High Cost = Over \$50,000  
Effort Factors = Time, Complexity, Skills & People Involved

## Strategic Opportunity 2 – Marketing & Communications

Carver Center plans to broaden awareness of the work it does to help individuals and families. As was made critically clear in the Community Needs Assessment, Carver Center is a well-known and trusted member of the community, but there is work to be done if more people are to truly know about the organization and all the programs and services it provides. Creating and implementing a communications plan to include increased social media, revamped printed materials, and an updated website will be important in the organization’s efforts to gain traction in the Port Chester community. Additionally, an annual communications plan, which will include a focus on showcasing Carver Center at events and programs in the external community, will be key to positioning the organization for success. Importantly, as the organization expands, strengthening the marketing and development capabilities will be key to this growth.

<b>Marketing &amp; Communications Goal:</b>					
<i>To build stronger engagement and community support through increased awareness and outreach.</i>					
<b>Strategies</b>	<b>Who</b>	<b>Timeline</b> Fiscal Year runs from July 1-June 30	<b>Cost</b> Low/Med/ High	<b>Effort</b> Low/Med/ High	
2-1. Fully leverage Carver’s client database, Apricot 360, to better serve and communicate with the children, adults and families who use our programs.	Chief Program Officer	January 2024	High	Medium	
2-2. Expand marketing staffing support to include a full-time bilingual marketing/external affairs position.	Chief Advancement Officer	July 2024	High	Medium	
2-3. Increase social media presence (e.g., YouTube, Facebook, Linked In, Instagram).	Chief Advancement Officer	December 2024	Low	Low	
2-4. Refresh marketing materials.	Chief Advancement Officer	December 2024	Medium	High	

2-5.	Develop and implement an annual communications plan to include internal and external audiences.	Chief Advancement Officer	June 2025 and then ongoing	Low	Medium
2-6.	Update and refresh the website.	Chief Advancement Officer	December 2025	High	High

Low Cost = Under \$5,000; Medium Cost = \$5,000-\$50,000; High Cost = Over \$50,000

Effort Factors = Time, Complexity, Skills & People Involved



### Strategic Opportunity 3 – Talent

Carver Center is dedicated to being a competitive employer who provides excellence not only to the individuals and families the organization it services, but also to the deeply passionate and dedicated individuals who come to work each day. Having the best people in the right positions is critical to the organization’s future sustainability, as is providing a pathway for mobility, promotions, and other development opportunities. Carver Center’s focus in the coming year is not only to retain and cultivate its current employees on staff, but to recruit and place new talent into the organizational structure. Simultaneously, Carver Center will focus its efforts on the organization’s culture and diversity, equity, and inclusion – including staff and board members from a cross sector of the organization to drive and promote discussions.

<b>Talent Goal:</b>				
<i>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.</i>				
<b>Strategies</b>	<b>Who</b>	<b>Timeline</b> Fiscal Year runs from July 1-June 30	<b>Cost</b> Low/Med/ High	<b>Effort</b> Low/Med/ High
3-1. Develop a diversity, equity, and inclusion plan, policy, and statement.	Chief Executive Officer, Board President	September 2024	Medium	Medium
3-2. Using tools such as Nonprofit Westchester’s Compensation Report, create a plan for salary recalibration for next three years.	Chief Executive Officer; Chief Program Officer; Chief Advancement Officer	December 2024	Medium	Low
3-3. Refine organizational chart and rewrite job descriptions to provide greater depth in responsibility and accountability.	Chief Executive Officer; Chief Program Officer; Chief Advancement Officer	December 2024	Low	Medium
3-4. Develop succession plans and build talent pipelines for board and staff, and	Chief Executive Officer, Board	January 2025	Low	Medium

plan pathways for staff career advancement.	President, Senior Director of Operations, Executive Committee			
3-5. Create a plan for streamlining and improving cultivation, recruitment, overall volunteer experience at Carver Center.	Chief Program Officer	June 2025	Medium	Medium
3-6. Update the benefits program to better serve employees and increase participation in retirement and health plans.	Chief Executive Officer, Senior Director of Operations, Executive Committee	June 2025	High	High
3-7. Strengthen systems and annual budget for employee professional development opportunities.	Chief Executive Officer; Chief Program Officer; Chief Advancement Officer	June 2025	Low	Low
3-8. Cross-train staff on key systems. (i.e., Apricot 360 and Raiser's Edge NXT).	Chief Executive Officer; Chief Program Officer; Chief Advancement Officer	December 2025	Medium	Low

Low Cost = Under \$5,000; Medium Cost = \$5,000-\$50,000; High Cost = Over \$50,000  
Effort Factors = Time, Complexity, Skills & People Involved

## Strategic Opportunity 4 – Financial Sustainability

Over the last few years, Carver Center has worked tirelessly towards the goal of financial stability, recognizing that the organization has struggled with operational and capital expenditures in years past. Carver Center continues to make improvements to the facility to ensure the building’s environment is comfortable and safe. A plan for achieving all deferred maintenance issues is in place. But longer-term issues will need to be carefully planned for and addressed. The board and staff recognize the changing landscape and the need for a robust fundraising plan that will push the organization to seek additional private funding from individuals and large foundations, and to explore the areas of government grants in support of current and new programming.

### Financial Sustainability Goal:

*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.*

Strategies	Who	Timeline Fiscal Year runs from July 1-June 30	Cost Low/Med/ High	Effort Low/Med/ High
4-1. Hire full-time Development Associate to execute strategies 4-3 to 4-6.	Chief Advancement Officer	July 2024	High	Medium
4-2. Establish a board-level ad hoc committee to explore how to maximize/grow the Carver Center endowment.	Board President, Chief Executive Officer, Board Treasurer	September 2024	Low	Low
4-3. Pursue government grants that align with Carver Center programs for youth services and workforce development programming for emerging young adults (e.g., 21 <sup>st</sup> Century Grant	Chief Advancement Officer, Chief Program Officer	June 2025	Low	High

	Funding and Workforce Innovation and Opportunity Act (WIOA) program).				
4-4.	Increase unrestricted contributions by 5%.	Chief Advancement Officer, Chief Executive Officer, Advancement Committee	June 2025	Low	Medium-High
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.	Chief Executive Officer, Senior Director of Operations, Chief Advancement Officer	December 2026	High	High
4-6.	Grow the fundraising program by increasing the number of major donors by 5% year over year.	Chief Advancement Officer	Ongoing	Low	Medium

Low Cost = Under \$5,000; Medium Cost = \$5,000-\$50,000; High Cost = Over \$50,000  
Effort Factors = Time, Complexity, Skills & People Involved

# Dashboard

Strategic Areas of Focus:

1. Program Expansion (Teal)
2. Marketing & Communications (Orange)
3. Talent (Pink)
4. Financial Sustainability (Green)

**Note:** Carver Center’s fiscal year runs from July 1-June 30.

	FY24				FY25				FY26				FY27			
	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun
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.																
1-2. Hire full-time Carver Market Assistant.																
2-1. Fully leverage Carver’s client database to better serve and communicate with the families who use our programs.																
1-3. Expand Carver Market hours of operation.																
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.																
1-9. Rebrand Teen Center with a new name, and strengthen programs.																

	FY24				FY25				FY26				FY27			
	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun
1-5. Hire a full-time Aquatics Assistant Director for program expansion.																
1-6. Implement staff development program to grow aquatics staff.																
2-2. Expand staffing support to include a full-time bilingual marketing/external affairs position.																
3-1. Develop a diversity, equity, and inclusion plan, policy, and statement.																
4-1. Hire full-time Development Associate to execute strategies 4-3 to 4-6.																
4-2. Establish a board-level ad hoc committee to explore how to maximize/grow the Carver Center endowment.																
2-3. Increase social media presence.																
2-4. Refresh marketing materials.																
3-2. Using tools such as Nonprofit Westchester's Compensation Report, create a plan for salary recalibration for next three years.																

	FY24				FY25				FY26				FY27			
	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun
3-3. Refine organizational chart and rewrite job descriptions to provide greater depth in responsibility and accountability.																
1-12. Secure funding for case management professional staff to ensure continuation and growth of this new program.																
3-4. Develop succession plans and build talent pipeline for board and staff, and plan pathways for staff career advancement.																
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.																
2-5. Develop and implement an annual communications plan to include internal and external audiences.																
3-5. Create a plan for streamlining and improving cultivation, recruitment, overall volunteer experience at Carver Center.																

	FY24				FY25				FY26				FY27			
	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun
3-6. Update the benefits program to better serve employees and increase participation in retirement and health plans.																
3-7. Strengthen systems and annual budget for employee professional development opportunities.																
4-3. Pursue government grants that aligned with Carver Center programs for youth services and workforce development programming for emerging young adults.																
4-4. Increase unrestricted contributions by 5%.																
2-6. Update and refresh the website.																
3-8. Cross-train staff on key systems (i.e., Apricot 360 and Raiser's Edge NXT).																
1-8. Expand swim program to include private swim lessons, more water safety instruction, water aerobics, and other classes, and establish a swim team.																



	FY24				FY25				FY26				FY27			
	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- Jun
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.																
1-10. Sustain Carver’s commitment to developing and offering affordable after-school programs for elementary and middle school children, with support from community stakeholders and partners as opportunities afford.	Ongoing															
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															
4-6. Grow the fundraising program by increasing the number of major donors by 5% year over year.	Ongoing															

# Attachment 1. The Strategy Group's Strategic Planning Process

Here's how we help you create your strategic plan:

