

DASHBOARD 2/27/25

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 type="checkbox"/>	<input checked="" type="checkbox"/>	Ongoing Progress	
1-3	1-3. Expand Carver Market hours of operation.	FY 24-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Plans in Progress	Currently opening earlier in the morning than previously. Considering Saturday hours.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	Walk-Ins Installed	Walk-ins are installed. We have applied for funding for a generator for the freezer, which will also support the boiler for the building.
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 substantially.

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	Hired a part-time Assistant Aquatics Director who focusses on Swim Academy Administration.
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	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 (Olivia) 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 this project out.
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 Advancement Coordinator.
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 type="checkbox"/>	<input checked="" type="checkbox"/>	Ongoing Progress	Used this tool (Nonprofit NY) 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 type="checkbox"/>	<input checked="" type="checkbox"/>	In early development	Carver has created a number of new positions in FY25. Older job descriptions have yet to be evaluated. We are researching better software tools for our 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. Additional applications to the Department of Health and Office of Cannabis Management have been submitted.
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	Nominating Committee working on succession for treasure and president. Have multiple employees in leadership programs. Several promotions have taken place recently (Nutrition/Wellness; Advancement; Teen Center)
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. Received a grant from Stew Leonards Learn to Swim program to provide water safety instruction starting in Spring 2025.

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"/>	In early development	
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. Volunteer tracking and communication through Apricot in early phases with an expected rollout in April 2025.
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 launched in January 2025. Will address health insurance in FY26 budget process.
3-7	3-7. Strengthen systems and annual budget for employee professional development opportunities.	FY 25-Q4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Ongoing	Leadership Workshop participation is robust: Karina, Colleen, Daisy, Olivia. Key staff participates regularly in NPW workshops.
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	Advancement Coordinator 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. Begun to hire professional expertise (architect/engineer) in addition to pro-bono advisor.
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 began RECOVS for 1.5 years.
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.