



Carver Foundation of Norwalk, Inc. Annual Meeting Wednesday, November 9, 2022



We are "Building Lifetime Achievers"

ANNUAL MEETING AGENDA

November 9, 2022

Call to Order	Phil Butterfield
Welcome and Presentation	
Program Review	Elijah Vigo
Approval of Minutes 2021 Annual Meeting	Valerie Watson
Treasurer's Report	Mark Ortiz
Committee Reports	Phil Butterfield
Volunteer Recognition	Waid Ramsubhag
Chief Executive Officer Remarks	Novelette Peterkin
President's Remarks	Phil Butterfield
Governance and Human Resource Committee Approval 2022-2023 Slate of Officers & Directors	Val Watson

Adjournment

Thank you for joining us!

Annual Meeting Minutes

Minutes of the Annual Board of Director's Meeting November 17, 2021

The President, Phil Butterfield, called the Zoom meeting to order at 6:35 p.m.

Board Members Present: Phil Butterfield, Kimberly Gaddy, Jay Hinton, Inwha Huh, Rose Lanard, Diana Napier, Mark Ortiz, Robert Pennington, Novelette Peterkin, Kenneth Shuler, Suzanne Small and Valerie Watson.

Welcome and Presentation: India Farmer, Norwalk High School, Senior YDP student, gave the welcome remarks.

Approval of Minutes - A motion was made and passed to approve the minutes from the Annual Board of Director's Meeting on November 18, 2020. The motion was made by Mark Ortiz and second by Suzanne Small.

Treasurer's Report: Mark Ortiz gave the Treasurer's Report. He is also thankful and grateful to the donors for continuing to support the organization, especially during these trying times. He also praised Novelette and her team for their hard work and dedication in maintaining a strong financial position for the fiscal year. The motion was made by Rose Lanard and second by Kenneth Shuler.

Committee Report: Kenneth Shuler, Fundraising Committee Chair, presented the 2021 Fundraising and Marketing reports.

Program Committee Report: Robert Pennington, Program Committee Chair, presented the 2021 Program Committee report. Robert emphasized Carver's ongoing partnership with the Norwalk Public Schools.

Volunteer Recognition: Waid Ramsubhag, Manager for Education, presented the 2021 Volunteer award of the Year to Beatrice Low of Beatastic, a non-profit organization of young individuals with a shared talent and passion for the Humanities, Arts, and Social Sciences (HASS). They want to inspire students to pursue and advance their interests in HASS. They have seventy plus volunteers from sixty-one schools in ten different states who have been providing free classes online and in-person to students living in six different countries. They have held four different sessions and have taught over eleven hundred students in their classes. They also partnered with the Carver Foundation this summer to provide six weeks of free music and art classes to students at the George Washington Community Carver Center and Kendall Elementary School.

Chief Executive Officer Message: Novelette Peterkin delivered her eloquent message that highlighted the accomplishments of the organization. She thanked the donors, board members, and her staff for their hard work and dedication during this challenging year.

President's Remarks: Phil Butterfield gave an overview of his remarks and stated that he is optimistic about Carver and appreciates where we are and where we are going.

Nominating Committee Report: Novelette Peterkin recognized Sandra Faioes for her service on the Carver Board and for all that she has contributed over the years.

Valerie Watson presented the Slate of Officers and Board Members for 2021-2022 and made a motion to accept the Slate as presented, Suzanne Small second the motion.

Phil Butterfield adjourned the meeting at 7:30 p.m.

Respectfully submitted,

Valerie Watson
Board Secretary



2022 Treasurer's Report

Introduction

The Carver Foundation of Norwalk ended the 2021-2022 Fiscal Year in a strong financial position with Revenues totaling \$8,620,859 and Expenses totaling \$7,619,467. Carver started the fiscal year 2021 with total cash on hand of \$2.3 million. As of June 30, 2022, the total cash on hand was \$3.38 million.

Restricted Cash for capital improvement remained at \$790,000. Board-restricted cash was \$1,644,393, of which \$65,958 was restricted for the Technology Center located on the second floor of the Carver Community Center. Total Assets were \$6.32 million as of June 30th.

To place this into perspective, the 2020-2021 (Audited) Revenue was \$6,295,090, and Expenses were \$4,826,364. The 2022-2023 Organizational Budget is \$9,694,588. Along with this growth, Carver maintains the highest ratings each year with the nation's leading watchdog groups Charity Navigator, Guidestar, and Great Nonprofits.

Carver assesses and ensures all necessary systems and controls are in place to manage the organization's financial activities and to maintain compliance with the highest ethical standards, all applicable laws, regulations, and requirements of funders. Carver generates monthly financial statements and reports, which analyze all expenses and revenues, contributing to a monthly financial report to the Board, which accurately forecasts cash, revenues, and ensures expenses are on track.

Financial Results

Revenue for FY 2021-2022 of \$8,620,859 (unaudited) was the highest in Carver's history exceeding 2020-2021 by \$2,325,769 (includes financial aid of \$114,473 to students and \$468,285 aid to families). This is an increase in revenue of 36% without financial aid and discounts.

Expenses for FY 2021-2022 were \$7,619,467, representing 58% increase from the prior year and 5% above the FY 2020-2021 budget.

Carver's Cash Reserve for FY 2021-2022 was \$1,639,467, compared to \$1,644,393 in FY 2021-2022.

Carver's FY 2022-2023 budget is \$9,694,588, a 33% increase over the FY 2021-2022 operating budget. A large part of this increase results from restricted funds already committed, from program fees being booked at full cost, and new and expanded programs.

Accounting Principles and Standards

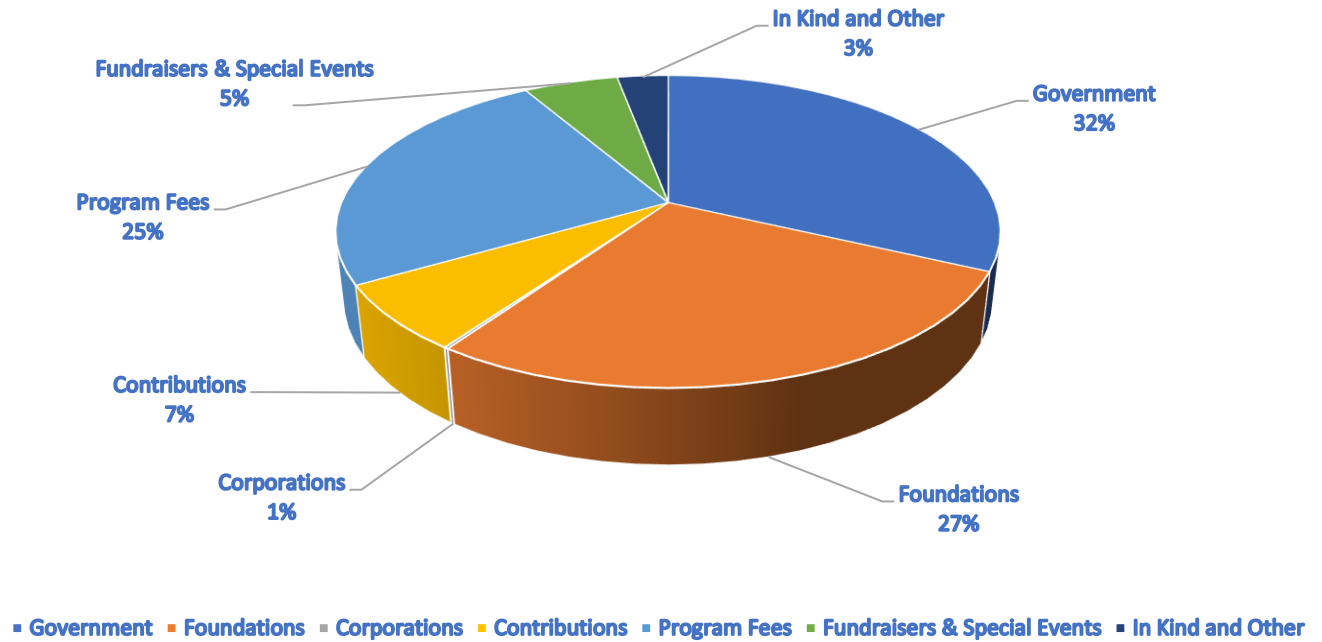
Carver adheres to U.S. generally accepted accounting principles (GAAP) accounting for its financial standards. Carver shares its accounting practices with the Board of Directors and reflected in our annual audit. The audit of 2021-2022 audit will begin on November 10th.

Financial and accounting controls are incorporated in Carver's various processes. Regularly, the Board receives reports showing financial performance against budget, along with cash flow revenue projections.

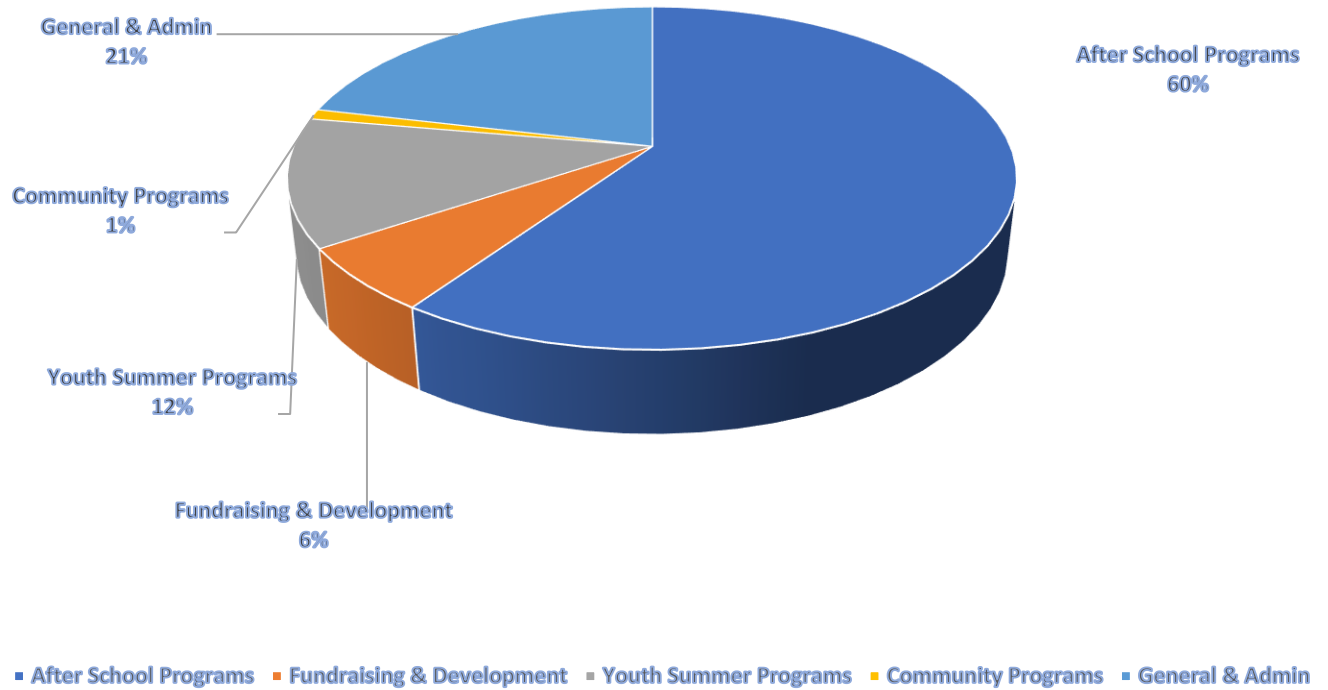
We are humbled by the generous support we received for our children and their families.

Mark Ortiz - Treasurer

UNAUDITED 2021 - 2022 Revenues \$8,620,859



UNAUDITED 2021 - 2022 Expenses \$7,619,467



2022 Fundraising and Marketing Committee Report

2021-2022 Review

2021 was a record-setting fundraising year, thanks to the generosity and kindness of our community of supporters. They used their creativity to help raise awareness and funds, remained regular givers, and stayed committed through the continuing uncertainty of the pandemic. We are deeply grateful to everyone who helped us advance our mission.

Our annual appeal to institutional and individual donors met our 2021-2022 goals, including our annual special events. Carver performed well with governmental grants and with increased financial investments being made by program partners such as Norwalk Public Schools. This speaks to Carver programming inspiring trust and our ability to work with our key partners to find solutions to new challenges.

We currently have two new 2-year proposals totaling \$300K per year pending with the CT State Department of Education to provide after-school programs to NPS' new South Norwalk Neighborhood School and the Concord Magnet School.

We also have a 5-year, \$2.5 million proposal with the US Department of Education to transform Ponus Ridge Middle School and Kendall Elementary School into Full-Service Community Schools. If one or more of these proposals are approved, the funds awarded would be received in the 2022-2023 budget.

Technology continues to evolve. Our website facilitates peer-to-peer fundraising, DAF gifts, appreciated securities, and cryptocurrency. Our in-kind Google Ad Grant of up to \$10,000 per month continues to perform well. Our challenge and intention is to continually embrace change.

2022-2023 Update

Our Grant Goal is \$5,808,938, of which \$4,196,135 has been secured to date. Our Contributions goal is \$894,038, of which most will be secured through Major Gifts. Our goal for gala and other events, and appeals is \$756,187. We have a goal to raise \$130,000 this year for Scholarships and aspire to grow this fund in time to \$250,000 a year to support our graduating seniors and continuing college students.

We look forward to working with you to share compelling stories about Carver that other people in turn want to share because they enjoy talking about Carver and our students, and because they find a sense of identity in engaging with our story. We have many allies to help us. The Board, staff, our students and alumni, parents, program partners, volunteers, donors, and colleagues.

While the pandemic forced many organizations to change more than usual, to pivot and regroup, the past two years only made Carver stronger, and its budget significantly increase. This fiscal year, Carver is reaffirming the vitality of our mission, explaining our operations and activities more clearly, and invigorating supporters, both old and new.

Kenneth Shuler – Fundraising Committee Chair

2022 Program Committee Report

Summary

Carver served more than 2,500 students last school year in more than 50 before-school, after-school, and summer programs in all K-12 public schools in Norwalk, Side by Side Charter School, the Classical Studies Magnet Academy in Bridgeport, and in the Carver Community Center.

Carver programming aligned with in-school curricula, took place within the students' respective schools, and was led by each school's daytime certified teachers. Recreational, wellness, and cultural components enhanced a variety of skills for children. Implementation of programs included family engagement, structure, and constant evaluation. Our primary goal was for all Carver students to transition to the next grade on-time and prepared. Since 2005, 100% of our seniors have graduated on time and almost all become first generation college students.

Carver leads a highly collaborative citywide system that leverages and coordinates efforts and financial and in-kind resources, including full access to every NPS school building. Carver programming effectively closes opportunity gaps for young people who are economically and/or academically challenged.

Carver emphasizes Project-Based Learning in the Science, Technology, Engineering, Arts, and Mathematics topics (STEAM). Recreational, wellness, and cultural components offer students a range of opportunities and enrichment. Carver offers students easy access to and sustained participation in our programs; quality programming and staffing; and strong partnerships with their schools, their homes, and other community institutions. Students often participate in Carver after-school and summer programs throughout their school years. Carver utilizes Scientific Research-Based Interventions (SRBI) learning framework and interventions. Carver removes barriers to participation (e.g., providing program fee subsidies and free transportation) and designs its programming with a focus on students achieving successful transitions to the next grade. Carver adapted, expanded its reach, and grew programmatically and financially stronger throughout the pandemic.

College & Career

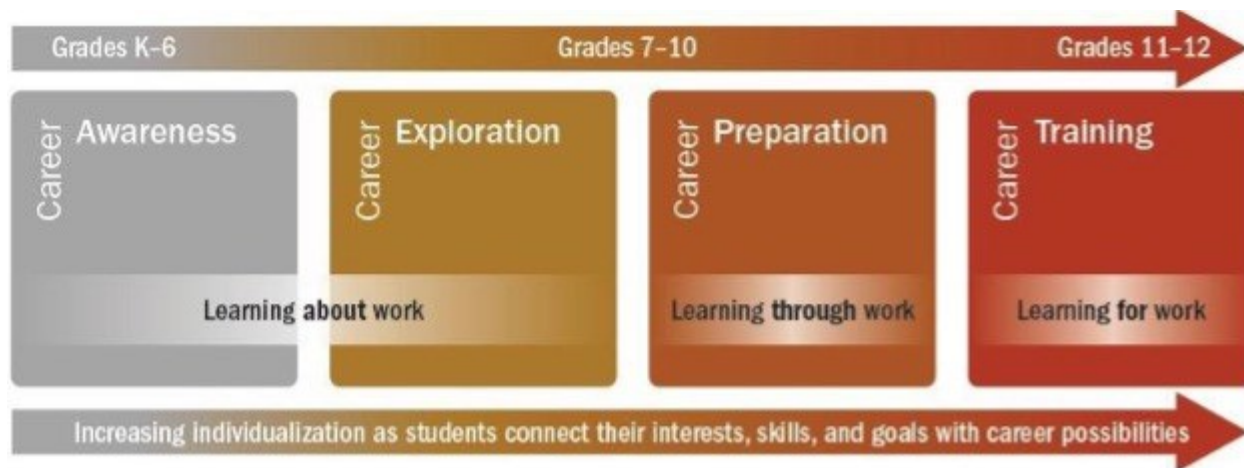
We awarded \$130,000 in college scholarships to graduating high school students and continuing college students. 100% of our high school students graduated on time – 50 students; 48 of our graduates received admission to colleges/universities/trade schools; one joined the military, and one joined the work force. Thirty-nine students received scholarship awards ranging from \$2,000 to \$10,000 with enrollment at Barry University (2); Harvard University, (1); Howard University (1); Pace University (2); Norwalk Community College (10); Quinnipiac University (1); Southern Connecticut State University (1); Eastern Connecticut State University (1); Central Connecticut State University (1); Rhode Island School of Design (1); University of Bridgeport (2); University of Hartford (1); University of Connecticut Storrs (3); University of Connecticut Stamford (4); University of Massachusetts, Boston (2); Norfolk State University (1); Morgan State University (1); Salem University (1); University of Lynchburg (1); Lasell University (1) and University of Pennsylvania (1).

Workforce Development

Perhaps the most important development in Fiscal Year 2021-2022 was establishing a workforce development framework for our K-12 students. Many stories about these developments are available on the

Carver website and blog. Carver provided students in grades 11 and 12 at Norwalk and Brien McMahon High Schools with Earn & Learn paid internships (\$13 per hour). Carver also added Future Readiness Coordinators (full-time counselors dedicated to the success of Carver students during the day and afterschool) to each high school to manage this initiative.

Internship partners include Norwalk Hospital, Norwalk Public Schools/Carver ATB elementary schools, The Maritime Aquarium, The Norwalk Art Space, the Youth Business Initiative and more. In workshops provided by Norwalk Community College and coaching provided by our Future Readiness Coordinators, our Earn & Learn students were prepared for the experience and the work ahead.



Other New Initiatives

Carver sent rising 6th graders to experience a traditional New England sleepaway camp in Maine. They explored the woods, waters, and fields of The Ecology School at the River Bend Farm, a historic 105-acre farm located on a scenic bend in the Saco River, just twenty minutes from the Maine coast. Next year, this initial cohort of students will return along with the next 25 rising 6th graders that follow them.

Carver added a new After the Bell site at Fox Run Elementary School. We created a new summer 2021 learning program at Side by Side Charter School. We added a 5th Grade Scholars' Program at Marvin, Fox Run, Jefferson, and Silvermine Elementary Schools. We continue to expand and enhance our Social and Emotional Learning (SEL) programming at each Carver site.

Carver Community Center

We revived our community center programs and added new programs including soccer, lacrosse, tennis, and dance. Breakfast with Champions: a two-hour, annual, catered, Saturday morning event introduced students and adults to a panel of 10 local leaders from an array of professions. An Artificial Intelligence Interactive Workshop gave students the opportunity to experience immersive sessions into how AI can be a sound career choice.

Carver has teamed up with the Norwalk Youth Basketball Association to create a Boys Travel Team. We're grateful for their ongoing partnership, which began last year. The team plays in the Fairfield County Basketball League. Practice and home games are held at the Carver Community Center.

Our community programs recently received a boost thanks to advocate Rep. Stephanie Thomas. This funding supports family engagement activities, expansion of our Summer Run program, basketball tournaments and traditional events.

Learning Loss Recovery

Carver innovations are needed now more than ever. Nationally, two decades of growth for American students in reading and math were wiped away by just two years of pandemic-disrupted learning, according to just released national test scores. Combining scores from early 2020, just before schools began to close, with results from the winter of 2022, the report shows average long-term math performance falling for the first time ever; in reading, scores saw the biggest drop in 30 years. And in another familiar development, the declines were much larger for students at lower performance levels, widening already-huge learning disparities between the country's high- and low-achievers.

Through the pandemic, our summer and before and after-school programs remained connected to our students, complemented school-day lessons because our program leaders are daytime certified teachers, and provided essential supports for families. Carver fosters high-quality relationships and provides inclusive, equitable environments to help youth thrive. Strong relationships positively impact youth development. Carver creates new sanctuaries of learning and support for students. This past year we have seen how the Carver mission gave rise to vital ideas and new meaningful action.

We view this as an opportunity to shift our collective thinking from a deficit mindset to one that is strength-based and recognizes the assets that exist in our students while providing for education recovery. We are finding that disruption is a time to innovate, create, partner, and collaborate. We are finding our collective strengths and intentionally moving forward to help our school partners re-design education with a focus on equity. Together, we are combining traditional educational tools with the nontraditional parts of our learning and teaching in a pandemic that were most successful. Navigating and addressing these challenges require a focus on planning efforts and high impact strategies to accelerate learning for all our K-12 students. We recognize how critical it is to strategically prepare students for success by evaluating student progress to diagnose unfinished learning, and then purposefully planning learning experiences to address the prerequisite skills and concepts.

Rob Pennington – Program Committee Chair



Chief Executive Officer's Message

Dear Friends,

In partnership with other passionate change-makers, we continue to design programs, tools and resources, and other supports, grounded in research and the realities of the classroom. We believe that improving education and opening opportunities for our youth is possible. We are always listening for new ways we can serve teachers and students and we collaborate with many partners in this important work.

Operations

Carver earned the 2022 Top Workplace gold badge from one the nation's most credible employer recognition programs. It is a symbol of how Carver outperforms in a crowded market. Carver engages with our employees to lead a people-first culture. Carver is committed to building a workplace that is meaningful, rewarding, and inclusive.



Carver also continues to receive the highest ratings from Charity Navigator, Guidestar, and Great Nonprofits for financial integrity and transparency and for program excellence.

We are providing strategic direction and oversight to ensure the successful completion of the improvements planned for the Carver Community Center. We completed the installation of a new roof and other improvements in 2022. The Front Entrance will be renovated by December 2022, the new two-story Teen Center addition will be completed by September 2023, and the interior and exterior renovations will be completed by December 2023.

We are implementing an organizational digital dashboard (a type of graphical user interface) across all Carver departments as a business intelligence tool for Carver leaders to track, analyze and report on KPIs (key performance indicators). This initiative will combine data from multiple sources and enable us to deeply explore and analyze the data directly within the dashboard itself, providing on-demand access of all our most important metrics. The data dashboard will be striking yet visually balanced, savvy yet straightforward, accessible, user-friendly, and tailored to our goals as well as to the needs of our various audiences such as key volunteers, program partners, and donors.

Programs

In the 2021-2022 school year, we added a new After the Bell site at Fox Run Elementary School. We created a new summer 2021 learning program at Side by Side Charter School and won a state grant to help augment this initiative. We added a 5th Grade Scholars' Program at Columbus Magnet School, Fox Run, Jefferson, and Silvermine Elementary Schools.

This past summer, a new Carver summer initiative enabled rising 6th graders to experience a traditional New England sleepaway camp in Maine. They explored the woods, waters, and fields of The Ecology School at the River Bend Farm, a historic 105-acre farm located on a scenic bend in the Saco River, just twenty minutes from the Maine coast. Next year, this initial cohort of students will return along with the next 25 rising 6th graders that follow them.



As noted above, we redesigned our 12th grade after-school program last school year, including adding high school Future Readiness Coordinators to support Carver students during the day and after school. We expanded our programming at Norwalk High School to include more P- TECH students. We added an Earn and Learn initiative for 11th and 12th graders at Norwalk and Brien McMahon High Schools by which students have access to paid internships three hours per day, three days per week, at \$13/hour.

It will take concerted intervention to help close the academic and opportunity gaps for our young people. The stakes are high: Students could be dealing with the consequences of these learning losses for years to come if we fail. We will use all the most evidence-supported catch-up strategies such as tutoring, extra learning time, small group instruction, and using data to target interventions.

Carver is a community of support, a second home, oftentimes serving as the motivator to get up for school if only to proudly turn in homework completed the day before in the first hour of their after-school program. With everything from fencing, tennis, lacrosse, basketball, and dance to project-based hands-on STEAM projects and dozens of other fun activities awaiting Carver kids after school, our youth are succeeding because you support our culture of high expectations.

When you see dozens of our paid interns in their blue medical scrubs at Norwalk Hospital, when you watch Carver kids laughing and acting every bit their youthful age while also excelling in their studies, or when the City of Norwalk asks Carver, as they just did, to take over its Girls Basketball Association because we are simply that good at youth development, you know Carver is making a difference.

2022-2023 Update

We are bringing our tested programmatic priorities to a new NPS elementary school this year, the South Norwalk Neighborhood School (SONO School). Carver is serving 30 High Needs SONO School children before- and after-school at no cost to the families this first year and 50 SONO students next school year. While city officials celebrated the school's opening on the first day of school (8/31/22), it is temporarily operating at the vacated former Columbus Magnet School site until the new school is constructed nearby (construction begins in 2023). SONO School currently has two pre-k and two kindergarten classes. The new school, once built, will be a 682-seat pre-K through fifth-grade elementary school in South Norwalk. South Norwalk did not have a neighborhood school for over 40 years, a result of desegregation efforts in the city during the 1970s. The rationale then was to integrate the NPS school system by busing minority children from South Norwalk to mostly white schools throughout the city and beyond. As Norwalk grew increasingly diverse, the integration rationale no longer made sense. The city delivered on a long-promised goal by committing to establish this new community-based school.



Carver can build upon its tested capabilities and maintain and enhance Carver's role as an effective catalyst for effectively extending the school day and year with crucial services and support. While continually improving and expanding our broad portfolio of before- and after-school, summer, and community programs, Carver is better positioned than ever to serve school partners and their students and families.

Novelette Peterkin – Chief Executive Officer

"A Message from Carver Board President"

Upholding Our Founding Principles



Eighty-four years in, our commitment to our founding principles is stronger than ever.

While strengthening Carver's traditional programs, storied athletic leagues, college tours, and relationships, Carver began in 2008 to carefully expand Carver's acclaimed after-school and summer programs into Norwalk Public Schools.

Our 2015-2020 Strategic Plan provided the rationale, goals, and structure to continue Carver's incremental expansion of its after-school and summer programming beyond the Carver Community Center. Carver added Side by Side Charter School to its portfolio in 2016, and the Classical Studies Magnet Academy in Bridgeport in 2018. Carver acquired by invitation the NPS operated After the Bell elementary school before/afterschool program in 2019.

Carver spent the last two years both preparing for our next five-year strategic plan and adjusting almost weekly to the demands of the pandemic. Our 2021-2016 Strategic Plan is now well underway, calling forth new and/or enhanced program and operational initiatives.

Carver helps our schools and community address critical challenges in education. We will continue to increase our support for innovation and support solutions to harness and accelerate opportunity and mobility for all children, with a focus on those most in need.

Carver's 2021-2026 Strategic Plan outlines the operational steps and some of the investments necessary to fully implement an outcome focused approach to service delivery and operational execution. At the end of this five-year plan, we will have implemented key initiatives to focus all our programmatic and operational resources on the goal of moving young people towards long-term success in college and career. These initiatives represent a necessary and significant investment in young people.

Carver's program model today (e.g., hiring certified teachers to extend the school day and year and giving them flexible budgets that adhere to a Carver program structure) is tested and capable of large-scale expansion based on trust and agreements rather than testing concepts and building relationships school-by-school. As demonstrated by the acquisition of the After the Bell program in Norwalk's elementary schools, it is feasible now for Carver to replicate its methodologies and impact in another school district.

Carver can build upon its tested capabilities and maintain and enhance Carver's role as an effective catalyst for effectively extending the school day and year with crucial services and support. While continually improving and expanding our broad portfolio of after-school, summer, and community programs, Carver is better positioned than ever to serve school partners and their students and families.

Our Journey Together Continues

Our collective impact over these past two extraordinarily challenging years was tremendous. Our mission has never been more relevant or essential, and we have proven that we all possess the resilience and strength for the journey ahead.

We believe there is no single answer to the education challenges our students, families, schools, and communities face. That's why we listen to and foster the ingenuity that lives within each of the schools with which we partner. Rather than promote a one-size-fits-all program design, we work with our many partners to identify and close opportunity gaps for their individual students. While our list of programs therefore continues to grow and diversify each year, we all share a core conviction that every child belongs, every child matters, and every child should see a future filled with possibility. We are embracing education as the engine of opportunity and our students' best chance at achieving their individual dreams for the future.

Making connections, eliminating barriers to success, and clearing pathways to learning are the guiding lights behind every investment Carver makes. To truly matter, make an impact, and help create systemic change, Carver programs are those most needed and wanted by our students and our school partners.

We are inspired by our supporters who have sacrificed, strategized, and rallied for the advancement of the Carver mission. We are humbled by the courage and resilience of the students we support. We are grateful for the lessons we have learned that make us stronger today. And we are more determined than ever to equip all learners for global competitiveness by leading strategic partnerships with schools and communities that advance excellence and growth opportunities.

Here's to the next 84 years. Thank you.

Phil Butterfield – Board President



2022 Governance and Human Resources Committee Report

Carver's transformative accomplishments are supported by the strong, innovative leadership of our Board of Directors. The strategic stewardship and financial oversight provided by our board members enable Carver to advance its mission and thrive. Our diverse and experienced board members are passionate advocates who are prioritizing the health of the organization and continue to invest mightily in its significance.

Our Board works collaboratively with CEO Novelette Peterkin and her team to drive the organizational transformation that enables Carver to reach ever more students with programs that change lives.

We thank all our committee members and all our volunteers for their contribution and investment in our success.

Proposed Slate of Carver Officers & Directors 2022-2023

President

Phil Butterfield

Secretary

Valerie Watson

Treasurer

Mark Ortiz

Legal Counsel

Jonathan Whitcomb, Esq.

Board members

Jay Hinton

Inwha Huh

Diaghilev Lubin

Robert Pennington

Drew Seath

Kenneth Shuler

Suzanne Small

Board members

Chief Executive Officer

Novelette Peterkin

Immediate Past President –

Diana Napier (ex officio)

President Emeritus

Charles Burns

Exiting board members – Kimberly Gaddy, Oscar Villalongo and Fred Wilms

Val Watson - Governance and Human Resources Committee Chair

