



**Carver Foundation of Norwalk, Inc.
Annual Meeting
Wednesday, November 17, 2021**



We are "Building Lifetime Achievers"

ANNUAL MEETING AGENDA

November 17, 2021

Call to Order	Phil Butterfield
Welcome and Presentation	
Program Review	India Farmer
Approval of Minutes 2020 Annual Meeting	Valerie Watson
Treasurer's Report	Mark Ortiz
Committee Reports	Phil Butterfield
Volunteer Recognition	Waid Ramsbhag
Chief Executive Officer Remarks	Novelette Peterkin
President's Remarks	Phil Butterfield
Governance and Human Resource Committee Approval 2021-2022 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 18, 2020

Board President, Phil Butterfield, called the Zoom meeting to order at 6:40 p.m.

Board Members Present: Phil Butterfield, Sandra Faioes, Kimberly Gaddy, Diana Napier, Mark Ortiz, Robert Pennington, Novelette Peterkin, Kenneth Shuler, Oscar Villalonga, Danielle Robinson, Valerie Watson, Fred Wilms and Wendy Winnick-Baskin.

Welcome and Presentation: Lamia Ashley, senior of Norwalk High School, 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 20, 2019. The motion was made by Fred Wilms and second by Kimberly Gaddy.

Treasurer's Report: Mark Ortiz gave an overview of the Treasurer's report that was presented. He is also thankful and grateful to the donors for continuing to support the organization, especially during this 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 Sandra Faioes and second by Fred Wilms.

Committee Reports: Kenneth Shuler gave an overview of the 2020 Fundraising and Marketing reports.

Program Report: Sandra Faioes gave an overview of the 2020 Program Committee report. Sandra also pointed out the ongoing partnership with the Norwalk Public schools.

Volunteer Recognition: Waid Ramsubhag, Manager for Education, presented the 2020 Student Volunteer Award of the year to Emily Slavik. Last school year Emily volunteered in the CASPER program as part of the field work study at Norwalk Community College. Carver was recommended to her by her Academic Advisor because she enjoys working with school age children.

However, Emily went above and beyond with her commitment by putting in countless hours and helping students with their homework and computer activities. Each day she reports to Carver with a positive energy that all the students and staff enjoyed. On many occasions, Emily would stay until the last student went home and then go off to work at her part-time job. Emily attends Western Connecticut State University, majoring in Human Services. Her work at Carver shows that she really cares about helping others.

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 over this year, during the pandemic.

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

Nominating Committee Report:

Novelette Peterkin, Diana Napier and Phil Butterfield recognized Danielle Robinson and Wendy Winnick-Baskin for their years serving on the Carver Board and for all that they have contributed over the years, not only as board members, but as volunteers as well.

Valerie Watson presented the slate of officers and board members for 2020-2021 and made a motion to accept the slate of officers as presented, Sandra Faioes second the motion.

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

Respectfully submitted,

Valerie Watson,
Board Secretary

2021 Treasurer's Report

Introduction

The financial position of the Carver Foundation of Norwalk (Carver) remained strong in fiscal year 2020-2021 despite tremendous challenges resulting from the COVID-19 global pandemic. Carver achieved this through prudent management of expenses combined with strong support from our institutional partners and the continued generosity of private citizens, foundations, and corporations.

In a year that will forever be remembered for the crises wrought by the COVID-19 pandemic and the rising awareness of how systemic inequality harms everyone, delivering positive, meaningful impact has never been more important. With that, I am proud to share with you how the Carver community made a difference when it mattered most.

Financial Results

Revenue for FY 2020-2021 was the highest in Carver's history despite limitations imposed by the pandemic, such as the cancelation of traditional special events, the gala becoming a virtual event, and despite a significant decrease in program fees because of the financial hardships our families are facing. For the fiscal year ending June 30, 2021, total revenue was \$6,295,090, an increase of 26% over the prior year revenues of \$5,008,325.

Total revenues include the Paycheck Protection Program (PPP) loan of \$598,300 received in FY 2019-2020 and subsequently awarded as a grant by the government in FY 2020-2021. Carver secured a second PPP loan of \$647,319 in FY 2020-2021 that was likewise awarded as a grant in this 2021-2022 fiscal year.

Expenses for FY 2020-2021 were \$4,826,364, representing a 7% decrease from the prior year and 17% below the FY 2020-2021 budget. The lower expenses were directly related to many disruptions caused by the pandemic.

Carver's Cash Reserve for FY 2020-2021 was \$1,639,467, compared to \$276,546 in FY 2019-2020.

Carver's FY 2021-2022 budget is \$7,253,360, a 23% increase over the FY 2020-2021 operating budget. A large part of this increase results from restricted funds already committed, and from program fees returning to pre-pandemic levels (though Carver offers many families subsidy on a need basis).

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 those are reported in the annual audit that Carver conducts using an independent audit firm.

Carver's Executive Management operates with certain financial and accounting controls, and are incorporated in Carver's various processes including but not limited to the following: Board budget policies reviews (e.g. approvals of changes to the annual budget); strategic planning (linking operational plans with its strategy for financial growth); reconciliations of operating budget with financial statements (cash-basis budget with accrual based accounting); budgeting for an annual surplus to guard against shortfalls; and management of restricted funds. Regularly, the Board receives reports showing financial performance against budget, along with cash flow revenue projections.

Conclusion

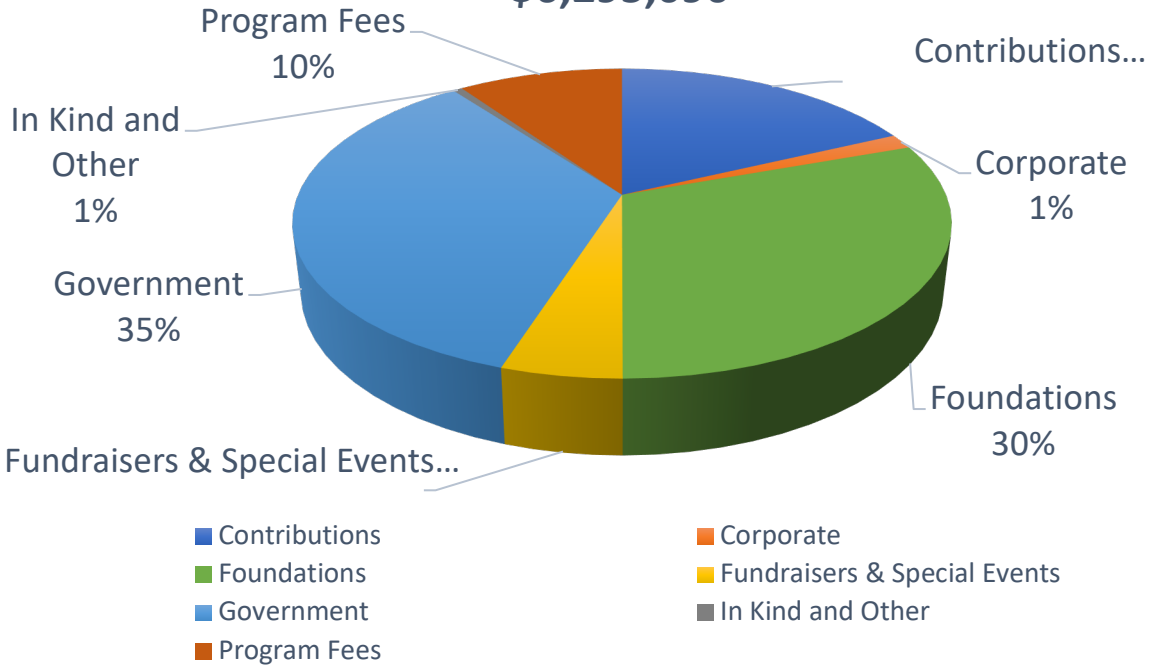
We are humbled by the outpouring of support and renewed dedication to doing our best for our youth. Our collective impact over this extraordinarily challenging year was tremendous. Our mission has never been more relevant or essential, and we have proven that we all possess the resilience and strength for the journey ahead.

From Pat O'Toole who knitted hats for our youth to our largest financial donors, we are very grateful. I would like to especially recognize the renewed, and in some cases greatly increased, support awarded by Dalio Philanthropies, The Grossman Family Foundation, Harold W. McGraw Jr. Family Foundation, City of Norwalk, Norwalk Public Schools, CT State Education Department, Per and Astrid Heidenreich Family Foundation, Richard and Barbara Whitcomb Family Foundation, and GE Capital.

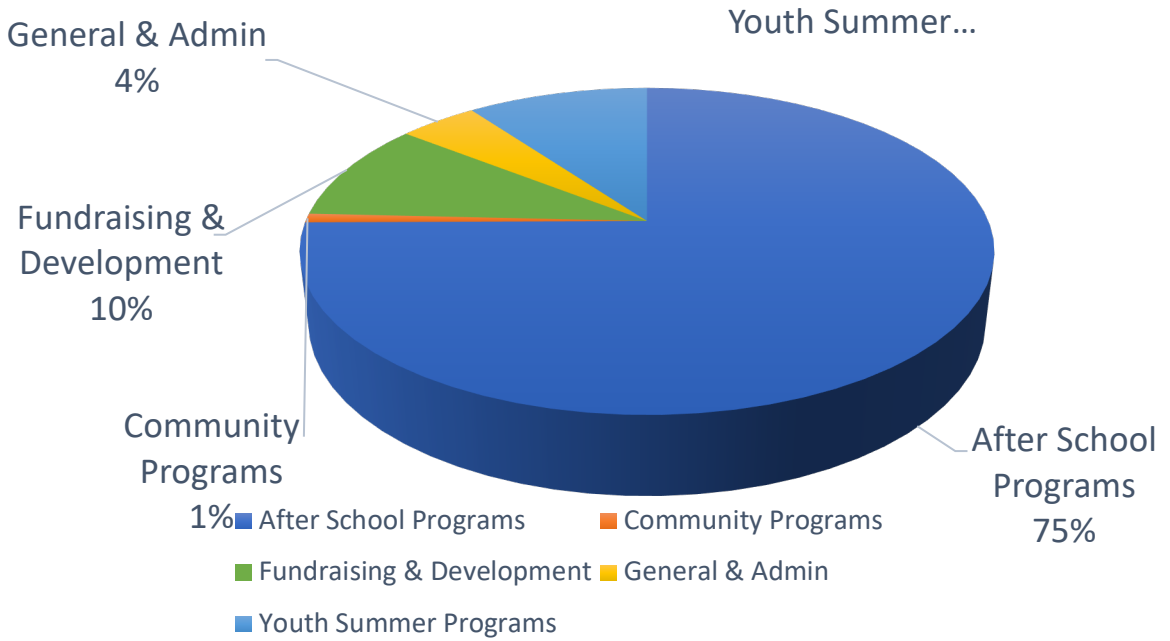
The Finance Committee of Carver's Board of Directors thanks Carver's CEO Novelette Peterkin for her leadership and her resourceful and resilient staff for another strong year. Carver's financial condition strengthened over the past few years, which is the direct result of a strong donor base, fiscal responsibility, and significant leadership and effort to secure new and diverse sources of funding. This, along with the thousands of young lives that are now on a trajectory of success in school and in life, is the value proposition offered by Carver today and in the future.

Mark Ortiz – Treasurer

AUDITED 2020-2021 REVENUES \$6,295,090



AUDITED 2020-2021 EXPENSES \$4,826,364



2021 Fundraising and Marketing Committee Report

Introduction

Amid the disruption and uncertainties caused by the global pandemic, our generous donors provided hope and gave us a renewed sense of purpose and possibility. At this transitional moment for Carver and the nation, the potential for accelerating change goes beyond what philanthropy typically aims to address; it also applies to the practice of philanthropy itself. Our website offers many ways to give, from cryptocurrencies to planned giving, from peer-to-peer fundraising to direct giving.

We are also seeing our donors seeking to be more engaged with their giving, from identifying and funding new programs for Carver kids to creating new scholarship funds for our college students. Carver's board members along with CEO Novelette Peterkin and Director of Philanthropy Nikki LaFaye devote much of their time and energy to working individually with donors to find creative solutions to the challenge of closing opportunity gaps for Carver youth.

Carver is one of the few charities nationally to consistently receive the highest annual ratings from Charity Navigator, Guidestar, and Great Nonprofits each year, far exceeding industry standards for financial health, transparency, and accountability to donors.

2020-2021 Review

Our 2020-2021 fiscal year concluded in the strongest financial position of any year in the organization's history, having raised \$6,295,090. Carver was able to provide \$103,148 in financial aid to our distressed families and we awarded twenty-seven college scholarships ranging from \$3,000 to \$10,000, totaling \$115,000. Additional to the 2020-21 annual operations budget total, Carver raised another \$2,822,524 for the renovation of the Carver Community Center from private philanthropy (\$860,000), and from the CT Office of Policy and Management (\$1,261,768) approved by the CT state Bond Commission.

Despite the pandemic, we conducted a successful golf tournament, and our annual Child of America gala honoring José Feliciano and featuring two original music videos was an inspiring virtual event that those who watched universally proclaimed as the best of its kind.

Our balanced funding is given by government agencies, institutional foundations, and individual donors. Donors give through donor-advised funds, giving circles, community foundations, and corporate foundations. Many individual donors today are just as thoughtful, intentional, and creative as the most established philanthropic institutions.

2021-2022 Update

The 2021-22 annual operating budget is \$7,253,360, and we are confident about reaching this new goal. Please note the Save-the-Dates and consider joining the committees for Carver's Child of America Gala (Friday, May 20, 2022) and Carver's Golf Classic (Monday, June 20, 2022), both at the Shorehaven Golf Club.

In feedback from our donors, we find that trust is the number one factor that influences their giving. Other factors include Carver's impact, financial ratios, research, and evaluation, and the instinctive feeling a person gets from stories about our work and the donor's relationship with Carver. As much as Carver changes year to year, these important factors remain constant.

Marketing

Operating in every NPS K-12 school building in Norwalk, Carver has something of interest to say to almost every resident of Norwalk. More and more Carver is attracting the interest of national investors and innovators. Digitally, Carver is maximizing our \$10,000 monthly in-kind Google ad grant. We are producing Google ads in Spanish. The Carver website is available in English, Spanish, and Creole as are many of Carver's student and parent-engagement in-person programs.

Carver alumni stories are being posted to our website and social media channels. Our alumni are making their mark in the fields of law, social work, government, medicine, finance, entertainment, professional sports, technology, education, entrepreneurship, and the creative arts, among many others. These impressive women and men embrace and carry forth Carver values into their careers. They are ambitious critical thinkers who understand that achievement is not a destination but an ongoing and exciting journey. These stories highlight our remarkable alumni who represent Carver's legacy and how we turn intent into impact.

We are reimagining Carver Connections parties and how neighborhood networks can support Carver. We are continuously improving our website and keeping our daily blog and social media channels busy with fresh content, giving special attention to Carver stories and public health updates for the benefit of our students and families. Corporate Matching is promoted on our website and made easy on our donation page with a matching gift widget/service. We are building our email lists, and communications are underway to prepare for the 2022 Fairfield County Giving Day. We are maximizing our in-kind Google Ad Grant resulting in thousands of new website visitors.

Kenneth Shuler – Fundraising Committee Chair

2021 Program Committee Report

Summary

Carver and Norwalk Public Schools (NPS) share a strong symbiotic relationship focused on positive achievement outcomes for all Norwalk students. Carver is operating before school, after school and summer programs in every Norwalk K-12 school building and is an important part of each NPS school campus environment. Carver reaches across traditional program boundaries to collaborate with a range of stakeholders to help forge partnerships and new initiatives that value each child and reflect Norwalk's changing demographics.

Student Enrollment and Demographics

The pandemic impacted 2020-2021 enrollment significantly across all programs and restrictions levied by the Office of Early Childhood resulted in the two summer enrichment camp targets (at the Carver Community Center and Columbus Magnet School) lowered by 35 percent (from 400 students to 160 students). Social distancing restrictions were eased from six feet to three feet and our summer camp enrollment targets for the foreseeable future will be 28 percent less (290 students) than pre-pandemic targets. If demand remains persistent, we will work with NPS to expand our After the Bell summer program to include an all-day option.

Enrollment for 2020-21 was 1,512 unduplicated students (decreased from 2,393 in prior year). The fiscal year began with Summer 2020 (8 programs) and afterschool 2020-2021 (12 traditional afterschool programs, 9 After the Bell [ATB] programs, and 9 Extended School Hours [ESH] programs) (38 programs total). Of the 1,512 students served, 1,372 were Norwalk Public Schools students and 140 were non-NPS students.

In Summer of 2020: 57% of Carver students were High Needs and overall Hispanic (51%), Black (22%), White (18%), Asian (6%) and Multiracial (3%)

In 2020-21 After School: 69% of Carver students were High Needs (EL, SPED, and/or F/R Lunch Status), are overall Hispanic (53%) or Black (22%). White 19%, 2% Asian and 4% Multiracial

To evaluate our programs' academic outcomes, AimsWeb Plus data were gathered from NPS for matched cohorts. In the analysis conducted, we were unable to include by program or by grade level results, due to the combination of lower enrollment as well as the data being spread across 3 Risk categories. Fortunately, the AimsWeb data can be reported by combining grades, and that is how NPS has reported it for comparative purposes. The Carver afterschool programs showed strong improvement in Math and Reading by End of Year, across the K-8 spectrum. AimsWeb assessment data for the 2020-2021 Carver afterschool programs shows strong gains among our K-1 cohorts in Early Numeracy, as well as signs of academic gaps closing Beginning of Year to End of Year in regard to Lunch Status. Most notably, the Carver students persisted through one of the most challenging school years in recent times.

College & Career

At the end of the 2020-21 school year, 13 Carver high school seniors graduated from Norwalk High School and 30 seniors graduated from Brien McMahon High School. Carver graduating seniors are attending the following colleges: Norwalk Community College, Housatonic Community College, Gateway College, Western Connecticut, Central Connecticut, University of Bridgeport, University of Connecticut, University

of Hartford, Lehigh University, University of Lynchburg, and Trinity College. Our 2021 college student scholarship recipients are attending Rhode Island School of Design, UCONN, Rochester Institute of Technology, Penn State, Lehigh University, Norfolk State, Morgan State, UMASS., Pace University, Lasselle College, Fordham University, and several Connecticut State colleges. One graduating student joined the military and three students have decided to join the workforce. We awarded twenty-seven scholarships ranging from \$3,000 to \$10,000, totaling \$115,000. Twenty-one of the twenty-seven scholarship students earned GPAs of 3.3 or above, four students earned GPAs of 2.6 to 3.2, and two students earned GPAs of 2.0 to 2.5.

2020-21

The 2021-2022 school year began with a strong start. If current enrollment trends continue, we will be back to pre-pandemic student numbers (2,393).

Over this past summer and continuing into the new school year we are encouraging our students to reflect on the growth that they personally made this year in facing adversity. In learning to handle hybrid and remote learning, our students displayed courage in facing challenges, persevered to solve problems, and developed resilience to recover from setbacks.

Carver is also growing and adapting. Here are a few of these developments.

- We initiated a new summer program at Side by Side Charter School this past summer winning a state grant for that purpose.
- We expanded our 4th and 5th grade scholars' program to four new schools, Columbus Magnet, Fox Run, Jefferson and Silvermine elementary schools.
- We added Fox Run Elementary School to our After the Bell portfolio of schools.
- We are in the process of expanding national affiliations (e.g., First Lego League) to include Woz Ed.
- We continue to compete for new federal funding.
- We continue to expand and enhance our Social and Emotional Learning (SEL) programming at each Carver site.
- We redesigned our high school program: Adding two Carver daytime high school Future Ready Coordinators to work closely with school counselors to give personalized and continuous support to our students. They will also serve as a continuing liaison and advocate for our graduating students during their pivotal transition to college, trade school, or the workforce.
- We are bringing back our community center initiatives.
 - ✓ Breakfast with Champions: a two-hour, annual, catered, Saturday morning event introduces students and adults to a panel of up to 10 local leaders from an array of professions.
 - ✓ Artificial Intelligence Interactive Workshop: students will experience six hours (3 two-hour) immersive sessions into how AI can be a sound career choice.
 - ✓ Basketball Tournaments: one tournament for elementary, one for middle, and one for high school students.

Robert Pennington – Program Committee Chair

Chief Executive Officer's Message

Dear friends,

Thank you for being a part of the Carver story. Despite the pandemic, Carver has never been stronger or more relevant. Despite our growth, we remain a lean, passionate, and diverse team driving a fast-paced citywide movement to help Norwalk Public Schools (where we operate in every school building) continue as the number one city school district in the state for three years in a row, as measured by the Connecticut State Accountability Report. Carver is also at work with Side by Side Charter School in Norwalk and the Classical Studies Magnet Academy in Bridgeport.

Carver's 18 full-time staff support the life-changing work of some 300 extraordinary daytime certified teachers and paraprofessionals who Carver recruits to support and guide each of our students in achieving their dreams. We are powered by you and by our vision for a world that chooses equity for everyone.

We believe there is no single answer to the education challenges our 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 grow and diversify each year, we all share a core conviction that every child belongs, every child matter, 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.

2021-2022 Report

Programs

Carver served 1,372 Norwalk Public Schools (NPS) students, unduplicated, between Summer 2020 (8 programs) and afterschool 2020-2021 (12 Traditional afterschool programs, 9 After the Bell [ATB] programs, 9 Extended School Hours [ESH] programs) (38 programs total). Also considering non-NPS students (140 at Side by Side Charter School in Norwalk and Classical Studies Magnet Academy in Bridgeport), Carver served a total of 1,512 students in the 2020-2021 grant period (compared to 2,393 in 2019-2020).

The Carver Community Center served as a food distribution site for Norwalk Public Schools, for COVID-19 vaccine access, and for many family engagement strategies. The Carver Community Center also served as one of the NPS Learning Pods for students who were on a hybrid schedule and needed academic or technical support when not in school.

Carver provided financial and practical assistance to many distressed Carver families. Carver will continue to support the city, the schools, and our many other partners to build resilience in our community — and to show how students can be part of the solution.

2020-2021 Financial Results

Carver concluded the 2020-2021 fiscal year financially healthy, and our second PPP loan was forgiven. We raised \$6,295,090 (\$411,820 over budget). Budgeted Expenses were \$5,883,270 and Actual Expenses were \$4,826,364 (\$1,056,904 under budget).

We are seeking a CARES Act grant of \$700,756 from the City of Norwalk to complete the total renovation of the Carver Community Center. This \$2,822,524 project has been funded to date by private philanthropy (\$860,000), and by the CT Office of Policy and Management (\$1,261,768) approved by the CT state Bond Commission.

Through the pandemic, our summer and before and after-school programs remained connected to their students, complemented school-day lessons, 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.

It is easy to gravitate to a mindset that presumes learning “loss.” Instead, now more than ever, it is critical to see 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.

2021-2022 Update

Programs

We continue to expand Carver initiatives. We added a new After the Bell site at Fox Run Elementary School. We created a new summer learning program at Side by Side Charter School and won a state grant to help augment this initiative. We are adding a 5th Grade Scholars’ Program at Columbus Magnet, Fox Run, Jefferson, and Silvermine Elementary Schools.

We redesigned our 12th grade afterschool program, and we are adding high school Future Readiness Coordinators to support Carver students in grades 11 & 12 (with expansion planned for grades 9 & 10) during the day and afterschool. 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.

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

2021-2022 Financial Expectations

Economic inequality is simultaneously creating greater need and boosting giving. Shifting demographics are changing the face of our community, the intent of our donors, and the issues they aim to address. Ubiquitous technology and access to information is enabling people to connect, share data, and organize. A state of perpetual social emergency is changing planned agendas for philanthropists and grant makers. And the social compact in flux is reshaping how people relate to the private, public, and nonprofit sectors and how the sectors relate to one another. Carver's "all-for-one and one-for-all" messaging reflects these times.

Our 2021-2022 operating budget approved in May 2021 has already been updated several times to accommodate new funds being awarded, and we expect further adjustments upward as we continue to engage existing and new donors with our needs and opportunities.

Next Steps

While strengthening Carver's traditional programs, storied athletic leagues, college tours, and relationships, Carver began in 2008 to carefully expand Carver's acclaimed afterschool and summer programs into Norwalk Public Schools. The 2015-2020 Strategic Plan provided the rationale, goals, and structure to continue Carver's incremental expansion of its afterschool 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. Today, Carver operates its before/afterschool and summer programs in every NPS school building and at Side by Side Charter School and Classical Studies Magnet Academy.

Carver spent the last 18 months 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 underway, calling forth new program initiatives, some of them named above, and even a new name for the organization. After more than six months of intense community engagement, we are close to agreeing on a new name and logo. This Annual Meeting report is very much a snapshot in time concerning Carver's plans and accomplishments. Please check our website and social media platforms often for the latest updates.

Carver helps our schools and community address critical challenges in education. With more resources we can 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. Thanks to the support of our many donors and partners, Carver can continue to meet the needs of our youth and foster innovation that can advance our students' learning and growth.

Novelette Peterkin

"A Message from Carver Board President"

On behalf of the Carver Board of Directors and the ever-widening Carver community, I am honored to report that the Carver Foundation of Norwalk is stronger financially and programmatically than ever before in its 83-year history. We all succeed when our students succeed.

By strategically linking people, practice, and effective programs, Carver makes sure that children and youth receive quality expanded learning opportunities and that all their learning environments – school, afterschool, and summer – support their academic, social, emotional, and physical well-being.

Carver partners with schools across Norwalk and with a school in Bridgeport in reaching our shared goal of improving student outcomes no matter the challenges they may face. Our Annual Meeting reports shared with you this evening will show how our portfolio of initiatives has helped students and schools achieve success.

COVID-19 forced us and our many partners to adapt how we taught and how our students learned during the 2019-20, 2020-21, and even the current 2021-22 school year. We took swift and decisive action to reinforce academic foundations and support social-emotional well-being to accelerate learning to propel growth. Our project-based and hands-on learning models provided intense and intentional support in 1-to-1 or small-group settings to reinforce essential foundational skills and knowledge in literacy and math and in all the STEAM subjects. Carver learning models prioritize skills and concepts necessary to grasp grade-level instruction and they increase engagement and expedite growth.

From start to finish, our highly personalized instruction delivered by daytime certified teachers who primarily constitute Carver's afterschool and summer staff ensured our students worked on necessary skills to achieve their academic goals. Coupled with standard-based instruction, Carver programs accelerate learning—not by “cramming”, but through a research-based process that pinpoints and provides the necessary instruction for each individual child.

A parallel story to share is the progress we are making in the total renovation of the Carver Community Center. Founded in 1938, Carver operated only from a community center until we began to expand our storied afterschool and summer programs to Norwalk schools in 2008. Our current community center was built in 1975. We have been refurbishing the grounds and upgrading the community center gymnasium and HVAC and other systems for years. With the nearly \$3 million raised for this purpose over the past year, we will soon begin to see dramatic improvements, such as a new entrance and the addition of an elevator, to the community center over the next year or more.

We greatly appreciate your commitment to the Carver mission to close opportunity gaps for all children. Collaboration, leadership, and coalition-building are the foundations of our work and strategies. We work with many partners to maximize our collective impact and leverage the expertise and perspectives of diverse educational and community leaders to create the most effective programs and supports for the benefit of our youth and their families. Your partnership is essential to Carver's continued success.

Thank you.

Phil Butterfield

2021 Governance and Human Resources Committee Report

The Carver Foundation of Norwalk’s Board of Directors shares a strong commitment to advancing the organization’s mission. Members enthusiastically give the gift of time and provide strong, strategic, innovative leadership and governance. Our diverse and experienced board members ensure the long-term board strength, financial stability, and fiscal responsibility for the organization.

Our Board works collaboratively with CEO Novelette Peterkin and her team to drive the organizational transformation that enables Carver to thrive.

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

**Proposed Slate of Carver Officers & Directors
2021-2022**

President

Phil Butterfield

Secretary

Valerie Watson

Treasurer

Mark Ortiz

Legal Counsel

Jonathan Whitcomb, Esq.

Board members

Kimberly Gaddy

Jay Hinton

Inwha Huh

Rose Lanard

Robert Pennington

Kenneth Shuler

Suzanne Small

Oscar Villalonga

Board members

Friedrich Wilms

Chief Executive Officer

Novelette Peterkin

Immediate Past President –

Diana Napier (ex officio)

President Emeritus

Charles Burns

Exiting board member – Sandra Faioes
Governance and Human Resources Committee