



## **New York Cares Strategic Plan Summary FY14-FY16**

New York Cares' overall strategic goal is to deepen our impact on the nonprofit agencies, public schools and government entities we serve (our Community Partners) – especially Partners located in the least-resourced, outer borough neighborhoods. We intend to expand our impact by better filling the volunteer slots of existing programs; developing and expanding new programs for our current Community Partners; and increasing our revenue. Our strategies for achieving these goals are detailed below.

### **I. Target Volunteer Outreach in High-Need Areas**

After analyzing our programmatic data, we have identified six areas of the city where volunteers are in high need and where it has been particularly challenging for us to recruit, deploy, and retain volunteers. These areas (which we refer to as focus neighborhoods) include: (1) The South Bronx – Highbridge, Melrose, Mott Haven, and University Heights; (2) Central Brooklyn – Brownsville, Bushwick, Crown Heights North, and East New York; (3) Central Queens – Corona, Elmhurst, and East Elmhurst; and, three regions severely affected by Hurricane Sandy: 4) The Rockaways; (5) Southern Brooklyn; and, (6) Staten Island.

**Goal:** Expand ease and flexibility of working with New York Cares in our focus neighborhoods.

#### **Strategies:**

- Host more volunteer orientations in the focus neighborhoods, including sessions that are held on-site just before projects, and encouraging these project attendees to serve on future New York Cares programs in that neighborhood;
- Offer more Team Leader trainings in the neighborhoods to target local volunteers, and encourage these individuals to lead projects in their community;
- Consistently and prominently highlight our programming in these neighborhoods on our website, on an array of social media platforms, and in our print publications to encourage our large base of volunteers – regardless of where they live – to serve in the target neighborhoods;
- Recognize volunteers for making a commitment to serve in these areas;
- Develop partnerships with colleges in the neighborhoods to expand our base of local volunteers; and
- Create a mobile-friendly website that enables non-computer owners to access our programs.

### **II. Enhance Support for Community Partners**

The needs of the clients of our 1,300 Community Partners have escalated during the past year, particularly in underserved, hard-to-reach outer borough communities, including those impacted by Hurricane Sandy. It is our goal to provide the individualized support clients need and to mobilize the volume of volunteers that makes this possible – especially in the least accessible



## **New York Cares Strategic Plan Summary FY14-FY16**

low-income areas of the city. To this end, we have developed targeted strategies to enhance New York Cares assistance.

**Goal:** Improve and expand program opportunities available to our Community Partners.

**Strategies:**

- Launch an updated Volunteer Impact Program (VIP), which is an intensive volunteer management training and consulting model developed by New York Cares to help nonprofits more effectively and strategically recruit, use, and retain high value volunteers. We are adding beginner and advanced one-year programs, which will be available to all Community Partners;
- Expand the School Success Initiative to provide long-term educational services to additional high-risk public schools to help the attending students and their families;
- Develop annual plans with 100 Community Partners to increase their engagement with New York Cares; and,
- Improve programs by working with Community Partners to evaluate program quality.

### **III. Expand Individual Giving Funding Appeals**

New York Cares has a diversity of revenue streams, including corporate, foundation, government, and individual giving, and special events. Although we will work to increase our funding from all of these areas, a primary focus will be on individual giving.

**Goal:** Expand revenues by increasing giving by individual donors.

**Strategies:**

- Develop more targeted appeals and a broader audience for both our telemarketing campaign and e-mail solicitations; and,
- Expand our Major Gifts Program through an incentive-based donor society.