



STRATEGIC PLAN

2013-2016

As a leading provider of human services in New York, SCO Family of Services helps New Yorkers build a strong foundation for the future. We get young children off to a good start, launch youth into adulthood, stabilize and strengthen families and unlock potential for children and adults with special needs.

SCO undertakes a strategic planning process every four years. The process is an opportunity for the Board and staff to take a step back, reaffirm our mission, and examine what we do and how to do it better, while carefully assessing the organizational, financial and professional challenges ahead.

SCO's Strategic Plan for 2013-2016 maps out a course of action to keep SCO in the forefront of human service organizations, while maintaining our historical commitment to providing unconditional care and second chances. Our overarching strategic goal is to live up to our potential to be great and produce life-changing results for the people we serve.



Our Strategic Plan Goals:

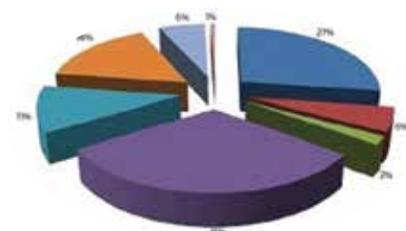
Leverage Our Size and Program Mix

1 We will anchor our programmatic decisions to a consistent set of criteria to determine expansion, reductions, and new opportunities, focusing on programs where we can provide high-quality services aligned with our mission in a financially effective manner. To make sure the people we serve are at the center of all we do and that they receive the best of all we offer, we will increase coordination, collaboration and information-sharing across programs to share best practices and approaches.



Enhance Financial Sustainability

2 We'll strengthen our financial capacity to ensure we are prepared to navigate the changing and competitive funding environment for nonprofit human service providers. We'll increase fundraising and more effectively market SCO to funders, donors, the public and strategic partners. We will utilize state of the art financial management information systems and automate key business processes. As the quality of frontline work increasingly drives reimbursement, we will support our staff in this critical role. The Board and leadership will play a pivotal role in a revitalized fundraising plan built around new donors, foundations and corporate partners.



Improve Quality, Performance and Outcomes

3 To raise the quality of our programs from good to great, we will establish baseline outcome metrics framed by four critical life-changing results: Literacy, Work, Well-Being and Community and Family Life. Our goal is to meet and exceed government performance and compliance standards, knowing that public and private funders have become more evidence-driven and that successful organizations of the future will be those that consistently produce the strongest outcomes for the people they serve. As we re-commit ourselves to program excellence, staff experience and expertise will be at the core of all we hope to achieve.



Focus on Geography and Deepen Roots in Targeted Communities

4 Most SCO services are clustered in specific communities in Brooklyn, Queens and in Suffolk County. We've committed to make the most of every opportunity to deliver services in community and geographic clusters, ensure access to the full mix of SCO programs and services and join and build provider networks to meet all the needs of the people we serve.



Make SCO A Great Place to Work

5 Our staff comes to the work with resilience, heart, grit and expertise in serving challenging populations. We will support our employees by providing competitive compensation and benefits and a culture of learning. We'll develop core competencies and reward strong performance. We'll redouble our efforts to attract and retain staff, volunteers and interns who are drawn to SCO because we cultivate strong staff and develop inspiring leaders who want to work in an organization where people have a passion for their work and everyone can make a real contribution.



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