



SCO

Family of Services

STRATEGIC PLAN 2025-2030

Leveraging our Core Strengths to
Deliver Impactful Services



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Message From The President & CEO



SCO Family of Services envisions a world where all New Yorkers can thrive. Where young children get off to a good start, where youth feel supported and heard, where families are fortified, and where people with disabilities live their fullest lives.

As one of the largest and trusted Human Services agencies in New York, we firmly believe all New Yorkers should have access to resources and opportunities to achieve success in a welcoming and affirming environment. That's our commitment. That's our "why."

To help us on this continued journey, we are thrilled to introduce SCO Family of Services' 2025-2030 Strategic Plan. This plan is the culmination of months of planning, analysis, and active listening to the needs of our clients, communities, employees, partners, and sector.

Guided by our core values, this Strategic Plan serves as a roadmap for our future, reinforcing our commitment to individuals and communities, and equipping them with the tools they need to navigate life's challenges and reach their full potential.

We invite you to join us in our important work.

In community,

Suzette Gordon

Suzette Gordon
President & CEO

Executive Summary

SCO empowers children, adults, and families through life-changing care, housing, education, and behavioral health support—helping them to overcome challenges and to succeed.

We envision a world where all New Yorkers thrive.



SCO Family of Services is a leading Human Services organization, helping 45,000 New Yorkers each year build strong foundations for the future. As we look toward the future, SCO aims to continue to deliver high quality, impactful services in a full-service continuum of care. Our five-year dynamic Strategic Plan is centered on five Strategic Pillars that will guide our efforts over the coming years.

STRATEGIC PILLARS & GOALS



Leading Agency of Choice

GOAL:
SCO is the leading agency of choice for clients, employees, funders, and donors.



Champion of Innovation

GOAL:
SCO is a champion of transformative change and innovation.



Trusted and Reliable Fiscal Partner

GOAL:
SCO is a trusted fiscal steward poised for financial sustainability and growth.



Empowers People with Purpose

GOAL:
SCO cultivates an inclusive, supportive, and enriching organizational culture.



Extraordinary Reach and Impact

GOAL:
SCO delivers impactful services across a broad continuum of care.

STRATEGIC PRIORITIES

To achieve the goals established by our five Strategic Pillars, we will execute dynamic strategies that overlap pillars. We have identified the following Strategic Priorities, that when well-executed, will advance our mission and move us closer to achieving our vision. Every step taken, however, will be preceded by rigid financial scrutiny, to ensure fiscal discipline.

1

Fill Existing Gaps in our Continuum of Care

- Develop housing model for aging out youth.
- Expand the Brooklyn Youth Center; establish one in Queens.
- Enhance in-house behavioral health services.
- Develop evidence-based and trauma-informed care models, leveraging SCO's internal expertise.
- Integrate legal support & health resources into services, addressing systemic barriers.
- Engage youth voices via a Youth Advisory Board.
- Implement a Social Determinants of Health assessment for all clients.

2

Strengthen & Expand SCO's Clinical Services

- Increase access to integrated physical and mental health services by establishing school-based and community clinics.
- Provide specialized services such as behavioral health and care management to address unmet needs in underserved communities.
- Expand Mental Health and Substance Use Disorder Clinics into Nassau County and Boroughs of NYC.

3

Attract and Retain the Most Talented Workforce

- Be a leader in offering and advocating for competitive compensation and benefits.
- Prioritize employee satisfaction and wellness to address work life balance.
- Expand employee growth and professional development opportunities.
- Create succession plans and employee pathways.
- Grow employee recognition program.

4

Grow SCO's Brand and Reach

- Conduct marketing campaigns that promote the overall brand as well as individual programs.
- Continue to grow our online and social media presence.
- Target platforms and news outlets our potential donors frequent.
- Expand and strengthen partnerships.
- Position ourselves as thought leaders.

5

Improve Organizational Efficiencies

- Explore HIPAA-compliant generative AI and Advanced Technologies to enhance program and operational efficiencies.
- Explore AI-driven solutions for program design, support plans and resource allocation optimization.
- Right size scope of work agency-wide; eliminate redundancies; and standardize processes and best practices.
- Consider whether outsourced services should be provided in-house.
- Share cost and services across core service areas.
- Explore options to address the challenges of rising insurance costs.

6

Diversify Funding Sources

- Grow SCO endowment and reinvest surplus revenue into core services and innovative projects.
- Increase non-governmental funding through fundraising.
- Launch For-Profit Initiative and Revenue-Generating Ventures.
- Create Consulting Services for other nonprofits and explore social enterprises that align with SCO's mission.
- Establish a fee-based Training Center for certifications in social work, counseling, and non-profit management.
- Leverage SCO's property portfolio for revenue-generating opportunities.

Introduction

SCO Family of Services (SCO) has been a trusted provider of vital human services for well over a century, making a profound impact on the lives of children, families, and individuals across New York City and Long Island.



In 2022, following a leadership transition, SCO embarked on an organizational transformation. Throughout 2023, the focus was on assembling a new leadership – the seven-member Executive Cabinet – comprised of senior leaders and the CEO working collaboratively to guide the organization forward. Many of these leaders were promoted from within SCO’s deep bench of talent, and their advancement created opportunities for a new generation of leaders to step into key roles. The result is a dynamic and experienced leadership team committed to innovation, growth, and the continued success of SCO.

While leadership transitions can be challenging, SCO has benefited from fresh perspectives and new talent raising critical questions—questions that this five-year Strategic Plan seeks to answer:

- Where is SCO as an organization?
- Where do we want to go?
- How do we get there?

To address these questions, we conducted a comprehensive evaluation of our organization—assessing our strengths, identifying areas for improvement, and exploring untapped opportunities. We also examined the external landscape to better understand our role within it and the steps needed to ensure our continued success.

Our work has never been more important. As we look ahead, we are committed to delivering high-quality, impactful services within a full continuum of care — solidifying SCO as the agency of choice for clients, employees, government partners, and private funders. This Strategic Plan serves as a roadmap for our future, reinforcing our commitment to equipping individuals and communities with the tools they need to navigate life’s challenges and reach their full potential.

Our goal is clear: to ensure that SCO remains a trusted Human Services organization for the next one hundred years — and beyond.

WHY A DYNAMIC FIVE-YEAR PLAN?

Our decision to create a dynamic five-year plan was very deliberate. We wanted to think ahead to the organization’s growth long term while remaining nimble to make decisions in a fluid and evolving environment. We recognize that things change, and, because of this, we will actively engage with this plan over the next five years, formally assessing our progress and revisiting many of our decision points and assumptions annually at a minimum. By planning far enough ahead, we can eliminate redundancy in some of the steps taken to prepare the plan so that our time is best spent assessing on an annual basis any changes that demand adjustments or updates to the plan.

Overview of SCO Family of Services



SCO was founded in Sea Cliff, NY 130 years ago, and is one of New York's largest and most impactful Human Services organizations, operating 84 programs at 120 sites. We partner with government and other funders to deliver the highest quality of care and services to New Yorkers in need. Our 3,000 dedicated staff transform the lives of about 45,000 New Yorkers annually, through the delivery of services across a continuum of the following six core service areas:

- Education and Community Services
- Family Permanency and Support Services
- Community Health and Wellness Services
- Housing Services
- Residential and Youth Justice Services
- Services for Individuals with Intellectual and Developmental Disabilities

ORGANIZATIONAL STRUCTURE

Because of our size and scope, SCO is organized to ensure the optimal delivery of high-quality services to our clients and strives to achieve organizational efficiency in our operations. SCO has an experienced Board of Directors dedicated to our mission and those we serve. Our leadership team is made up of an Executive Cabinet, comprised of the CEO and the senior leaders reporting to the CEO, an Executive Council, comprised of all other organizational senior leaders, including program and administrative Vice Presidents, and the Administrative Council, a team of Directors and Divisional Directors integral to the agency's operations and program delivery.

LEADERSHIP



EMPLOYEES, PROGRAMS, PLACES, AND PEOPLE



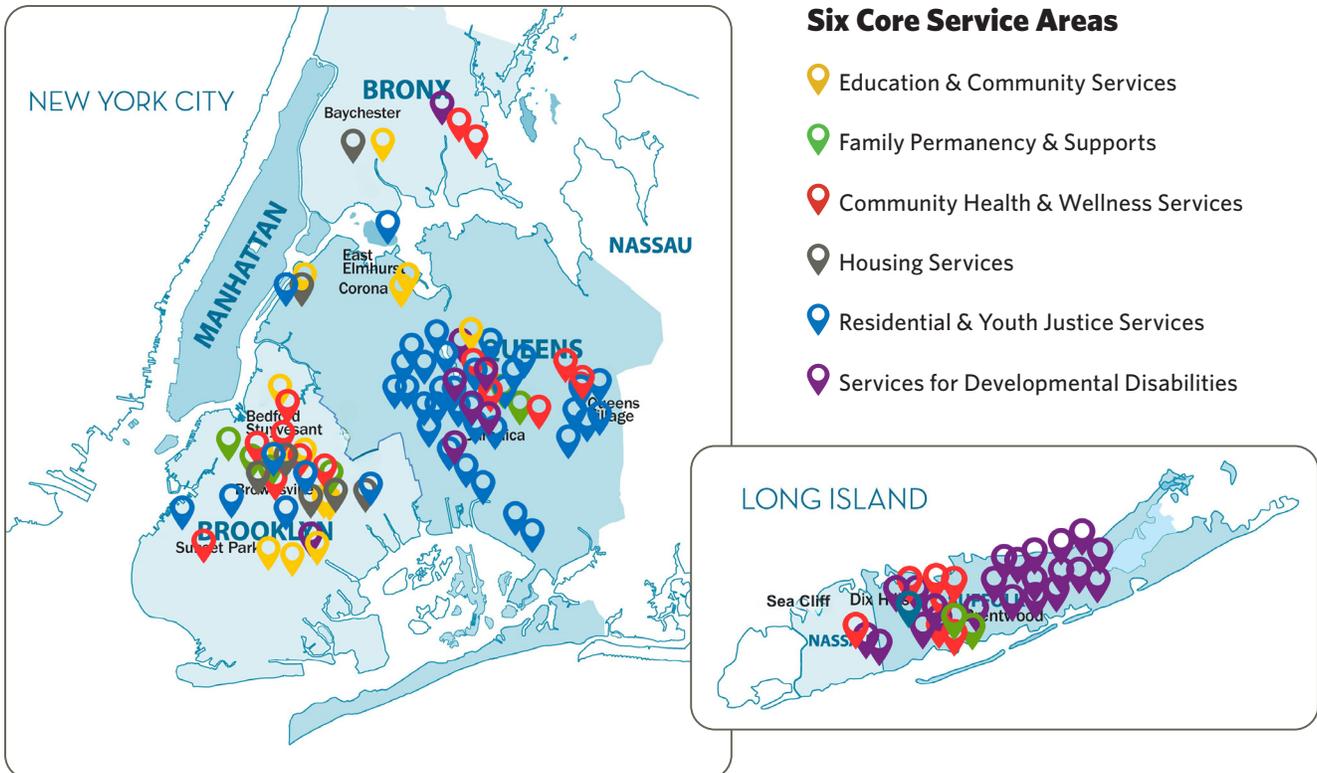
PEOPLE SERVED

SCO serves clients across New York City and Long Island through a continuum of six core service areas. Our clients come to us facing a wide range of challenges, and our dedicated staff provide high-quality support to meet their needs while helping them achieve stability, permanency, and improved outcomes.

We are proud to nurture children from the earliest stages of development, helping them learn, grow, and thrive. We support youth in the child welfare system, addressing trauma and ensuring their safety while guiding them toward permanency. For young people with co-occurring mental health conditions and intellectual or developmental disabilities, we provide specialized, high-quality care and support.

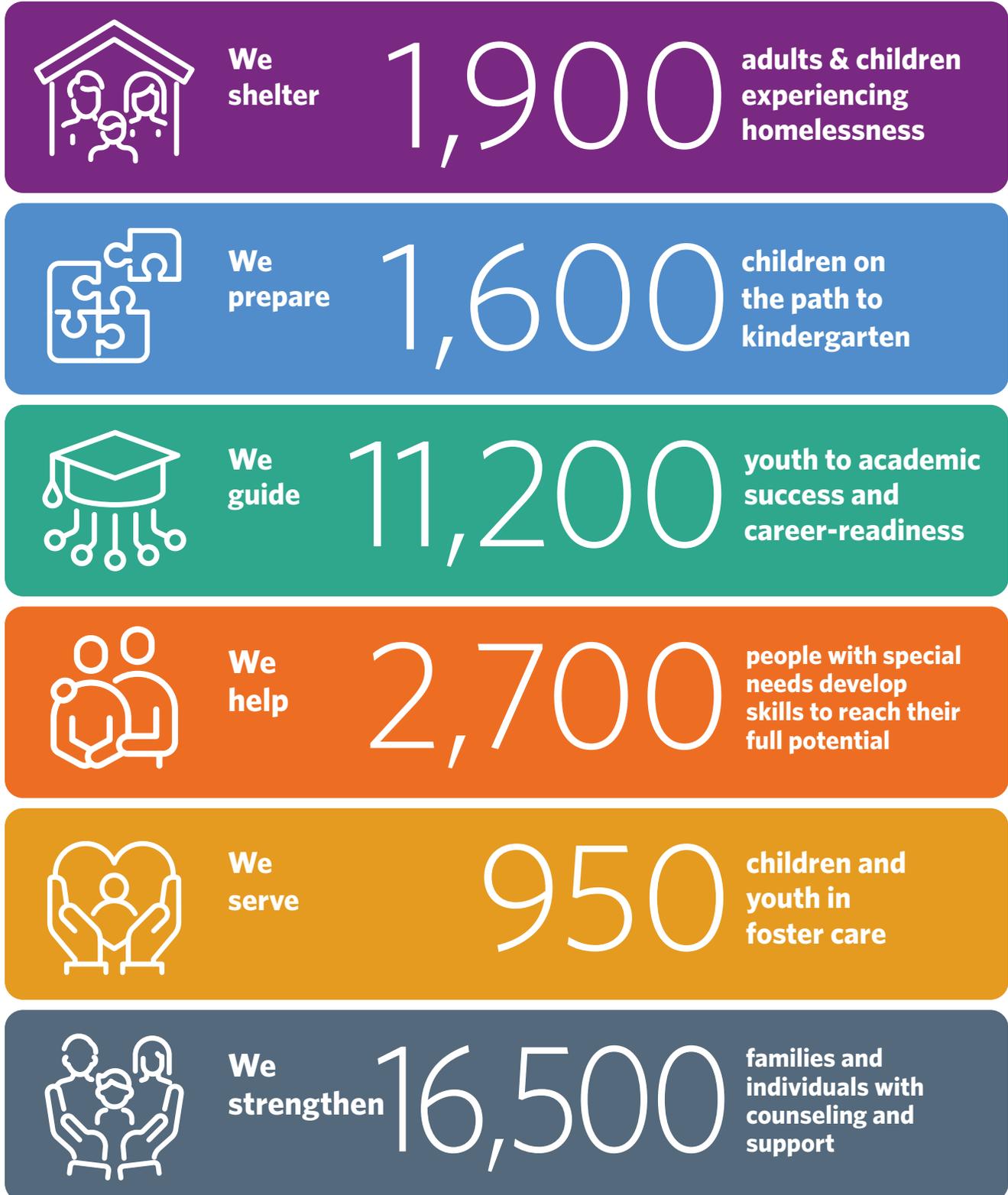
We offer transitional shelter for families and runaway or homeless youth, helping them access permanent housing and long-term stability. For mothers struggling with substance use disorders, we provide a pathway to recovery that allows them to maintain connections with their families throughout their journey. Additionally, we offer residential care for children and adults, including tailored services for individuals with intellectual and developmental disabilities.

Through these critical services, we remain committed to empowering individuals and families with the tools they need to build brighter, more stable futures.



LIFE CHANGING RESULTS

Our services have tremendous impact on those we serve as illustrated by the chart below:





Mission, Vision and Values



OUR MISSION

SCO empowers children, adults, and families through life-changing care, housing, education, and behavioral health support—helping them to overcome challenges and to succeed.

OUR VISION

We envision a world where all New Yorkers can thrive.

CORE VALUES

SCO's core values are rooted in a desire to foster an environment that is both welcoming and affirming to our clients and our staff. Our organization serves and employs people from all walks of life. Our approach has always been an intentional one where we are including and listening to different voices, reminding ourselves of the needs of the communities we serve. In all we do, our values are deeply embedded in our work and practice, ensuring that everyone feels included, accepted, and a sense of belonging.

COMPASSION: We provide deep empathy and a safe, trauma-informed, caring environment that enriches and supports each life we touch. We anticipate and strive to meet the needs of every person and every community we serve, responding to moments of crisis and preventing crises before they occur.

BELONGING: We are a diverse workplace that is intentional about advancing equitable and inclusive practices that foster a feeling of belonging among our clients and staff.

EMPOWERMENT: We enhance the strengths of individuals, families, communities, and staff, providing opportunities to succeed.

EXCELLENCE: We provide the highest level of care to those we serve. We do this in a culture that elevates learning and appreciates our dedicated, hardworking staff.

INTEGRITY: We pride ourselves on honesty, commitment, and accountability.

External Environment

There are a number of important factors in the external environment in which SCO operates that impact our work delivering life-enhancing services to New Yorkers.



THE HUMAN SERVICES SECTOR

The Human Services sector in which SCO operates is a diverse, far-reaching field driven by a singular goal: to help meet people's basic needs. Human Services focus on both the prevention and remediation of life's challenges, meeting people where they are and helping them find stability. Few fields are as far-reaching or impactful as Human Services. The work we do is interdisciplinary, with the expertise of SCO's clinicians, educators, housing and career specialists, peer advocates, and direct care staff among many other dedicated professionals, who work collaboratively to stabilize and strengthen clients and their families. At SCO, we are committed to not only help meet our clients' basic needs, but to improve the quality of life and change the trajectory for the future. These important goals explain the large scope of our services aimed at touching many lives.

FUNDERS

Human Services are provided in partnership with local, state and federal government entities, as a means to support our most vulnerable neighbors. To provide our vast array of programming, SCO Family of Services has a diverse and complex funding base which includes government agencies within New York City, New York State, Federal, and various counties in New York, as well as private foundations and individual donors. Approximately 97% of SCO's funding is realized through contracts with government agencies. Such diversity in our funders has proven to have both positive and negative implications. Our variety of funding sources has afforded us the agility to adapt to the ever-changing nature of our reimbursement environment and to navigate the challenges of not being paid on time by certain governmental sources. However, we have found that such a wide variety in revenue streams can result in some program areas receiving more enhancements, better staffing coverage, or better wages than others. This creates an inequity that we must acknowledge and try to address.

A common theme among our government funders is that funding is often insufficient. As we strive to produce the best outcomes for those we serve, we consistently must find ways to do more with less and to find alternate ways to fill the funding gaps that government leaves unaddressed.

SCO will always deliver excellence. When we find that government funding only allows for mediocrity, we are committed to filling the gaps with other sources of funding.

SCO Family of Services is committed to continue to balance the funding we receive with delivering the highest quality services to those in need, and to pursue new avenues of funding whenever prudent.

SCO'S FUNDING STREAMS

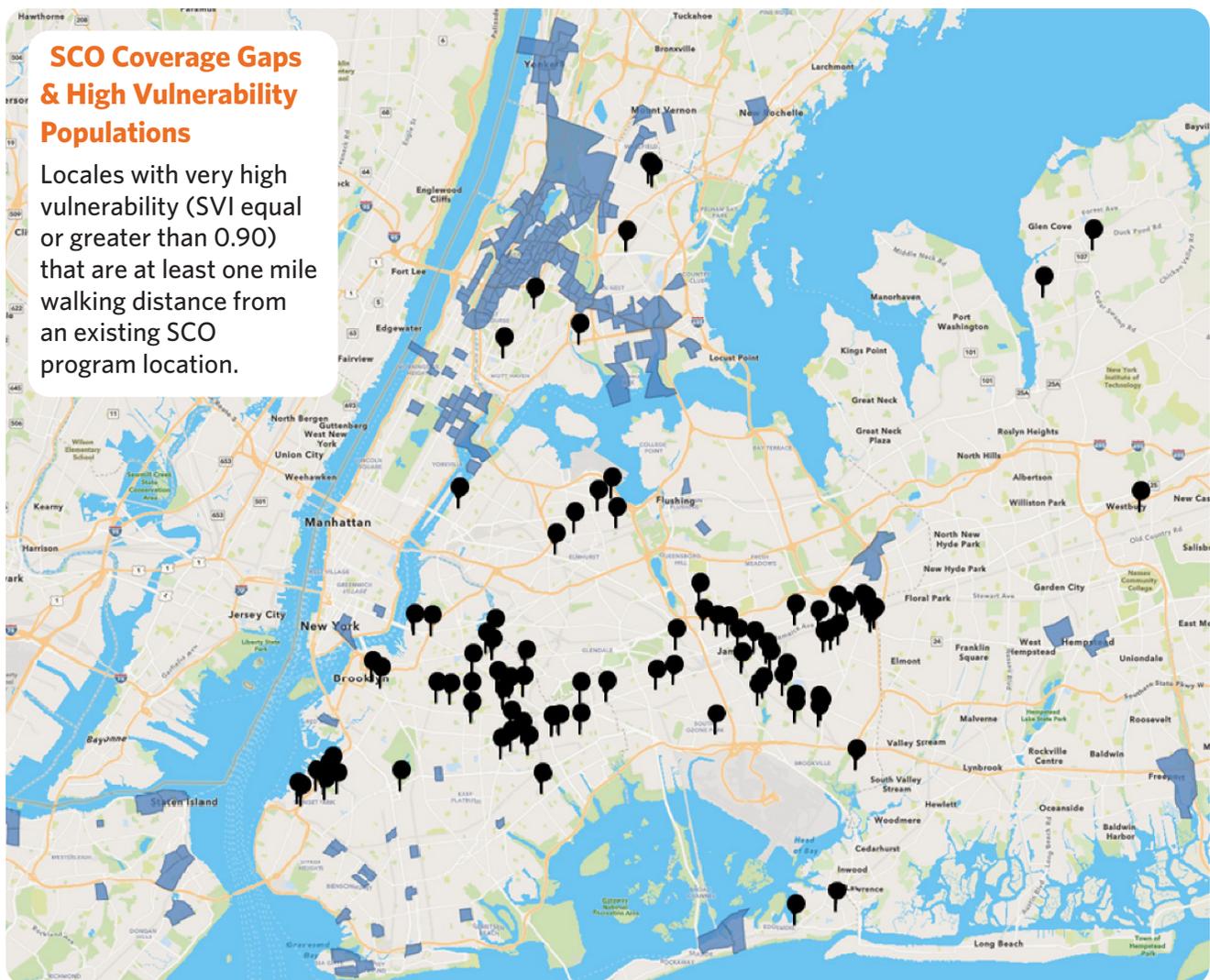
New York State	New York City		Federal
Office of Mental Health	Department of Homeless Services	Department of Health & Mental Hygiene	Administration for Children and Families
Council on the Arts	Administration for Children's Services	Department of Youth and Community Development	Department of Health and Human Services
Department of Health	City Council	Department of Correction	Substance Abuse and Mental Health Services Administration
Office of People with Developmental Disabilities	City Council Members	Department of Education	Suffolk County Department of Social Services
State Education Department	Department of Consumer Affairs	Mayor's Office of Criminal Justice	Suffolk County Department of Health
Office of Addiction Services and Supports	Office for Children and Family Services	Grants and Donations	Nassau County Department of Social Services
		Private	County

Although our partnerships are central to our mission, our ultimate goal is to deliver the services that vulnerable New Yorkers need to equip them with the tools needed to achieve success. These outcomes will vary depending on the population we are serving in our continuum of care. Ultimately, we support our clients to achieve their permanency goals and meaningful outcomes in their lives. To do this, we recognize the importance of diversifying our funding sources and finding new, innovative ways to fund these vital services and support our operations.

COMMUNITY NEEDS

SCO has a legacy of serving communities with the greatest need. We have a proven track record of identifying populations in need and delivering life-enhancing programming to address life's challenges. To do this, SCO conducts needs assessments for evidence-based decision-making, utilizing objective and standardized data.

A needs assessment is a systematic process for determining and addressing needs, or gaps between current conditions, and desired conditions or wants. Based on our updated needs assessment, we concluded that the services that we are delivering continue to be needed services and our service delivery is targeted to, or operating in, communities with high social vulnerability. Social vulnerability refers to the demographic and socioeconomic factors (such as poverty, lack of access to transportation, and crowded housing) that adversely affect communities that encounter hazards and other community-level stressors. These stressors can include natural or human-caused disasters (such as tornadoes or chemical spills) or disease outbreaks (such as COVID-19). Our strongest presence and demand for services continues to be in Queens and Brooklyn. While we see opportunities to expand our reach, our primary focus is to leverage our strengths to enhance our service delivery while keeping an open mind to mission-aligned opportunities where a need exists.



STRATEGIC DIRECTION OF KEY GOVERNMENT PARTNERS

We reviewed the strategic plans or public statements regarding the strategic direction of our government partners to understand their vision and identify alignment with our own strategic vision. Our goal is to leverage our strengths and vision where we see opportunities identified by these stakeholders.

Through this analysis, we identified key takeaways that have influenced our plan:

- **Social Determinants of Health:** The Social Determinants of Health (SDOH) are “the personal, social and environmental things that shape your health and well-being. These are factors like how much money you make, where you live and what resources your neighborhood offers. SDOH are all the nonmedical aspects of your life that you might not think to talk about with your healthcare provider because you don’t see how they connect to your health.”¹ Increasingly, New York State is investing in programs that address these issues and pays providers, like SCO, whose services are directly targeted to improving outcomes in these areas. More recently, the federal government approved an 1115 waiver which allows New York State to assign rates to service delivery so that services can be packaged and billed. This is a continuation of years long state investment in tackling not just direct health care needs but the social needs that studies show affect health outcomes. We note that a new federal administration may result in shifts in policy, and we are closely monitoring how these shifts would impact New York State’s commitment to programs targeting the SDOH.
- **Mental Health Investment:** New York State has invested millions of dollars in mental health service delivery. In particular, the Office of Mental Health has prioritized services supporting youth, addressing complex behavioral health challenges, residential treatment, and expanding access to care.
- **Preventive Programs:** The New York State Office of Children and Family Services along with the New York City Administration for Children’s Services continue to emphasize their focus on keeping families together where possible. This philosophy has put greater emphasis on preventive programs that work with the families at risk of separating to mitigate the underlying risks.
- **Investments in Early Childhood:** The New York State Governor has made a number of proposals to support families and child care. In particular, she has committed to capital grants for child care providers to renovate and build new child care centers, and support to expand the child care workforce.
- **Financial Literacy:** The Mayor of New York City has signaled in his recent State of the City address a commitment to ensuring that financial literacy is part of the curriculum in New York City schools so that students can learn how to save, spend, and budget. SCO has also introduced financial literacy into our programing, most recently with the launch of Financial Literacy program on our Madonna Heights campus. This is an area of expertise that we can grow and leverage in the future as we continue to prepare our clients for permanency and success.
- **Youth Justice and Safe Spaces for Youth:** The New York State Governor’s recent budget proposal includes support for youth mental health in after-school programs, so that youth are connected to licensed health care facilities and state-funded after-school programs providing resources outside of school hours. There is also support in the Governor’s proposal for the development of Youth Safe Spaces located outside of the home or school, affording youth access to mental wellness resources, and the fostering of positive relationships with peers.

¹ Social Determinants of Health (SDOH): Definition & Examples, <https://my.clevelandclinic.org/health/articles/social-determinants-of-health>, accessed 3.12.25

POLITICAL LANDSCAPE

We cannot ignore the changing political landscape within which we operate. Most notably, there is a new federal administration with priorities that may impact our work and funding. We are specifically monitoring federal dollars that contribute to our vital services, potential changes to Medicaid, which is partially funded with federal dollars, and New York State and City's response to any policy shifts that may impact funding. The new federal administration's focus on immigration may impact SCO clients in programs such as services for runaway and homeless youth, where we serve youth regardless of immigration status.

There are also political changes in New York City, including an upcoming mayoral election in 2025. Changes in any administration may impact funding priorities, but in our experience, they have not altered the need for the critical life-enhancing services that we have provided and are poised to continue to deliver to those we serve. While there may be a need to make adjustments depending on policy changes, we are confident in the broad scope of the roadmap outlined in this strategic vision for SCO, which is designed to support flexibility and adjustments based on external factors beyond our control.

PEER AGENCIES

Peer data allows us to gauge our own experience against similar data of other Human Services agencies of similar size and scope that operate in the New York metropolitan area. We have compared data in terms of gross revenue, net operating results, accounts receivable, endowment balance, short- and long-term debt among other metrics. This analysis has provided us the opportunity to examine whether our successes and our challenges are unique to our way of doing things or if the impacts we experience can be considered normal across our industry. This information has proven both valuable and interesting as we continue to explore and understand the variances among the agencies' data.

What we understand from the data is that many organizations face similar fiscal challenges to the ones we face largely because they operate in the same landscape with similar government funding challenges around the sufficiency and timeliness of payments. The data suggests challenges in pay equity for Human Services employees and some differences in investments in fundraising departments and contributions from governing bodies. The data's primary benefit is as a learning tool as we understand that there may be factors unique to an organization's experience that drive their decisions.

INSURANCE

The rising costs of insurance, particularly for providers in the Human Services sector, is a key focus for SCO's leadership as we work diligently to continue to secure adequate and affordable insurance to support our services and operations. In states like New York, legal changes related to statutes of limitations have transformed the availability of insurance, leading to increased costs and a shrinking market of carriers. As a result, for large social service agencies like ours, deductibles have been steadily increasing across several coverage lines. Although SCO expects the market to remain challenging, our longtime risk advisors and trusted brokers will continue to work diligently with us to evaluate options and alternatives to improve SCO's position pertaining not only to deductibles, but also the scope of coverage and premiums. We will continue to carefully strategize on ways to successfully tackle this challenge with our colleagues in the industry and advocacy groups so we are not left without this critical resource.

SCO's 5-Year Strategic Plan

Leveraging Our Core Strengths to Deliver Impactful Services



STRATEGIC PILLARS

Our work has never been more important. As we look toward the future, we aim to continue to deliver high quality, impactful services in a full-service continuum of care as the leading agency of choice for clients, employees, government partners, and private funders. Our five-year dynamic Strategic Plan is centered on five Strategic Pillars that will guide our efforts over the next five years.

Each Pillar includes underlying goals that we aspire to achieve. Actionable tactics and metrics will be developed in Year 1 and executed in the Implementation Plan.

 <p>Leading Agency of Choice</p> <p>GOAL: SCO is the leading agency of choice for clients, employees, funders, and donors.</p> <p>1</p>	 <p>Champion of Innovation</p> <p>GOAL: SCO is a champion of transformative change and innovation.</p> <p>2</p>	 <p>Trusted and Reliable Fiscal Partner</p> <p>GOAL: SCO is a trusted fiscal steward poised for financial sustainability and growth.</p> <p>3</p>	 <p>Empowers People with Purpose</p> <p>GOAL: SCO cultivates an inclusive, supportive, and enriching organizational culture.</p> <p>4</p>	 <p>Extraordinary Reach and Impact</p> <p>GOAL: SCO delivers impactful services across a broad continuum of care.</p> <p>5</p>
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1

Pillar 1: Leading Agency of Choice

GOAL: SCO is the leading agency of choice for clients, employees, funders, and donors.

Why It Matters: We have a reputation for delivering high quality and impactful services to our clients. When clients and the government choose us, this further bolsters our earned reputation. To continue to deliver these vital services, we must continue to attract dedicated and skilled staff. When staff choose SCO, it confirms that we are cultivating a work environment that appeals to staff, supports them, helps develop them, and prepares them to take care of those most in need. Lastly, an organization that sets itself apart as the agency of choice for clients, government, and employees will also appeal to donors, a key goal to ensure SCO's long-term sustainability.

Sample Success Metrics:

- Increase in clients reporting high satisfaction with services.
- Maintain high program capacity filled across all services.
- Increase in clients meeting key program goals (e.g., housing stability, employment, or educational milestones).
- Increase engagement in the annual employee survey.



2

Pillar 2: Champion of Innovation

GOAL: SCO is a champion of transformative change and innovation.

Why It Matters: Innovation fosters efficiency, expands reach, and improves outcomes in a competitive funding landscape. By becoming a champion of innovation, we create the opportunity to identify opportunities for nontraditional funding that will ease our dependency on government funding, design new ways of service delivery, and optimize our organizational efficiency.

Sample Success Metrics:

- Implement AI-driven pilot programs to streamline client assessments within an agreed upon timeline developed in year 1 planning.
- Create a specific number of business plans and revenue projections within a fixed timeline to be determined by the team during Year 1.



Pillar 3: Trusted and Reliable Fiscal Partner

GOAL: SCO is a trusted fiscal steward poised for financial sustainability and growth.

Why It Matters: Financial stability undergirds program expansion, staff investments, and organizational sustainability.

Sample Success Metrics:

- Net operating results achieve break-even or better by predetermined date.
- Improve our collection of accounts receivable.
- Securing additional means of funding for capital improvements.
- Grow our endowment.



Pillar 4: Empowers People with Purpose

GOAL: SCO cultivates an inclusive, supportive, and enriching organizational culture.

Why It Matters: Staff well-being and development are pivotal to delivering quality services to clients. By empowering people with purpose, we cultivate a positive work culture and develop future leaders, which in turn strengthens our position as the agency of choice.

Sample Success Metric:

- Year-over-year improvement in employee satisfaction surveys.
- A predetermined percentage of leadership positions are filled by internal candidates.



Pillar 5: Extraordinary Reach and Impact

GOAL: SCO delivers impactful services across a broad continuum of care.

Why It Matters: Delivering high-quality and impactful services ensures communities benefit from our holistic, evidence-based and trauma-informed approach. This also supports our fiscal health and positioning as the agency of choice.

Sample Success Metric:

- Increase the number of individuals served by 2030, with simultaneous improvements in key outcome metrics (e.g., stable housing, academic achievement).
- Create business plans for all areas in which we want to grow.

STRATEGIC PRIORITIES

To achieve the goals established by our five Strategic Pillars, we will execute dynamic strategies that overlap pillars. We have identified the following strategic priorities over the next five years. We believe that if well-executed, these strategic priorities will move us closer to becoming the organization described in our Five Pillars.

1. Fill existing gaps in our Continuum of Care

2. Strengthen and Expand SCO's Clinical Services

3. Attract and Retain the Most Talented Workforce

4. Grow SCO's Brand and Reach

5. Improve Organizational Efficiencies

6. Diversify Funding Sources through Innovative Campaigns

1. Fill Existing Gaps in our Continuum of Care to Enhance Service Delivery to Clients

As one of the largest Human Services organizations in New York, SCO's scale is a significant strength, backed by substantial investments in the infrastructure necessary to support a complex organization. In recent years, we have prioritized IT and security enhancements to improve operations and service delivery. This includes the implementation of a comprehensive Electronic Health Record system, which strengthens record-keeping, data collection, and billing processes. Additionally, our strong back-office support teams provide essential administrative and operational expertise, ensuring the organization runs efficiently.

While an organization of our size presents challenges—such as the potential for operational silos—we see our scale as a powerful asset that can be leveraged to advance our mission. A key strategy to maximize our impact is filling service gaps internally, allowing us to provide more holistic, coordinated care while also generating revenue to sustain and expand critical services for those most in need.

Opportunities to Enhance Service Delivery

To better serve our clients and strengthen our impact, we have identified several key areas for growth:

- Develop a housing model for youth aging out of care, bridging the gap as they transition to permanent housing. This may require partnerships with experts in housing development.
- Expand the Brooklyn Youth Center and establish a Queens Youth Center to provide greater access to services for vulnerable youth.
- Enhance SCO's in-house behavioral health services, ensuring high-quality, accessible mental health care for those we serve.
- Develop evidence-based and trauma-informed care models, leveraging SCO's internal expertise to improve client outcomes.
- Integrate legal support and health resources into wraparound services, addressing systemic barriers that impact individuals and families.
- Engage youth voices through a Youth Advisory Board, fostering stronger connections with younger audiences and promoting SCO's services.
- Implement a Social Determinants of Health assessment for all clients, providing a comprehensive evaluation of needs and ensuring access to relevant SCO programs.

By leveraging our size, expertise, and infrastructure, SCO is well-positioned to expand services, enhance care, and continue empowering the individuals and communities we serve.

Steps we will take in the first 6 months to advance this strategy:

- Design a plan for housing aged out youth and pitch to funders.
- Conduct feasibility study and programming options for legal services to clients.
- Launch a pilot Youth Advisory Board to guide program enhancements.

2. Strengthen and Expand SCO's Clinical Services to Meet our Clients' Most Pressing Needs

To continue to ensure that we are delivering the highest quality of care to our clients, meeting their greatest needs and responding to the changes in the environment in which we operate while also working to improve SCO's fiscal health, a key part of our strategy will be to strengthen and expand our clinical services. We will do that through the following steps:

- Increase access to integrated physical and mental health services by establishing additional clinics, including school-based and community clinics.
- Provide specialized services such as behavioral health and care management to address unmet needs in underserved communities.
- Expand Mental Health and Substance Use Disorder Clinics, Article 31 and 32 Services respectively, into Nassau County and the Boroughs of New York City.

Steps we will take in the first 6 months to advance this strategy:

- Strengthen existing clinical operations through hiring and improving operational efficiencies.
- Expedite Electronic Health Record optimization, which is foundational to billing and improved clinical operations.
- Develop feasibility study for clinical expansions.



3. Continue to Attract and Retain the Most Talented Workforce, Setting SCO apart as the Employer of Choice in the Human Services Field

SCO attracts mission-aligned employees, most of whom provide direct care services to our clients and the communities we serve. Our industry faces tremendous challenges attracting direct care staff, clinical staff, and teachers as we are competing with for-profit entities, government, and healthcare providers who are better positioned to offer competitive wages. We will need to offer competitive wages and benefits to appropriately compete for talented employees. However, to set ourselves apart, we must also cultivate the type of work environment, culture, and opportunities that will make employees choose SCO even if we don't offer the highest salaries. To do this, we must be intentional in how we develop our staff, creating pathways for success. We must also find ways to improve staff wellness and recognize staff so that they enjoy working for SCO. The following tactics will help execute this strategy:

- Be a leader in offering and advocating for competitive compensation and benefits for SCO employees.
- Prioritize employee satisfaction and wellness to address work life balance through better resource allocation and technology improvements.
- Expand employee growth and professional development opportunities for all employees.
- Create succession plans and employee pathways.
- Grow our employee recognition program.

Steps we will take in the first 6 months to advance this strategy:

- Continue to survey the market and adjust salary scales and benefits to remain competitive.
- Create online employee testimonial videos and a social media strategy to attract talent.
- Work with IT to revamp the job portal for a user-friendly experience.
- Implement a formal succession planning process for leadership roles.
- Grow our employee recognition program that includes peer-nominated awards.

4. Grow SCO's Brand and Reach to Advance the Goals of our Five Pillars

SCO's reputation in the Human Services field is strong. We are known for our core strengths and talent. However, we have not succeeded in breaking through beyond our field. Historically, SCO has kept a relatively low profile, marketing primarily to an existing donor and referral base. In addition, because of our size, scope, and complexity, we have not done a great job of telling our story and explaining what we do. Marketing trends have also made it challenging for large multi-faceted organizations like ours to garner support even when we are able to tell our story. However, we recognize that in order to achieve our goals of becoming the agency of choice and leveraging our strengths to continue to deliver impactful care, we must be able to grow our brand. To that end, we will embark on a strategy that not only tells the SCO story but also highlights each of our six core service areas to target supporters, potential clients, referrers, and employees who may be drawn to one or more of our portfolios. Some examples of ways that we can execute this strategy are:

- Conduct marketing campaigns that promote the overall brand as well as individual programs in our six core service areas.
- Continue to grow our online and social media presence.
- Targeting platforms and news outlets our potential donors frequent.
- Expand and strengthen partnerships.
- Position ourselves as thought leaders.

Steps we will take in the first 6 months to advance this strategy:

- Develop a consistent brand message and "elevator pitch" for all staff, Board members, and volunteers.
- Expand social media presence through strategic content partnerships and targeted campaigns.

5. Improve Organizational Efficiencies

By improving organizational efficiencies, we will not only improve upon the quality and impact of our service delivery, but these efficiencies will also support our staff, further improving their experience with the agency and bolstering our effort to be the agency of choice. While improved efficiencies may require some up-front investments, in the long term they will result in savings to the agency, thus supporting our continued goal to be strong fiscally. Some ways to improve efficiency are:

- Explore how SCO can leverage HIPAA-compliant generative Artificial Intelligence and Advanced Technologies to enhance program and operational efficiencies, such as automating administrative tasks, streamlining service delivery, and providing predictive analytics for client needs.
- Explore AI-driven solutions for program design, support plans, and resource allocation optimization.
- Right size scope of work agency-wide; eliminate redundancies; and standardize process and best practices across the agency.
- Consider whether outsourced services should be provided in-house.
- Share cost and services across core service areas.
- Explore options to address the challenges of rising insurance costs.

Steps we will take in the first 6 months to advance this strategy:

- Explore AI-driven solutions to enhance administrative processes (e.g., predictive analytics in case management).
- Develop data governance and privacy protocols to safeguard client information while increasing data accessibility for staff.

6. Diversify Funding Sources through Innovative Campaigns and Initiatives to Strengthen our Financial Resilience

Our current business model is heavily reliant on government funding, which comprises about 97% of our funding sources. This makes us beholden to any shortcomings that may arise as a result of inadequate funding or government inefficiencies that result in late payments. While considered a strength, the diversity of our funding sources from local, state, and the federal government creates inequities in our ability to fund initiatives like global salary increases across the agency. It is therefore important that we are able to diversify our funding sources and grow existing resources, such as our endowment, to strengthen our financial resilience. Some ways to do this include:

- Embark on a fundraising campaign to grow the SCO endowment and reinvest surplus revenue into core services and innovative projects.
- Increase non-governmental funding through donor campaigns, corporate sponsorships, and expanded grant applications.
- Launch For-Profit Initiative and Revenue-Generating Ventures to support SCO and reduce our dependency on government funding.
- Create Consulting Services for other nonprofits and explore social enterprises that align with SCO's mission and financial sustainability.
- Establish a fee-based Training Center for certifications in social work, counseling, and nonprofit management.
- Leverage SCO's property portfolio for revenue generating opportunities; e.g. adventure/ropes course, farm-to-table/horticulture program, networking, licensing/renting spaces in underutilized buildings.

Steps we will take in the first 6 months to advance this strategy:

- Embark on an endowment-growth campaign targeting major philanthropists and corporate partners.
- Launch social enterprise pilot aligned with SCO's mission (e.g., fee-based training center).

ADMINISTRATIVE SAVINGS

Consistent with our strategy to improve organizational efficiencies, the DROP plan includes steps to realize administrative savings to support the organization's fiscal health. More specifically, there are opportunities for savings in IT over time that we have already realized and can continue to implement without sacrificing our IT infrastructure and security.

FUNDER ENGAGEMENT AND OUTREACH

The DROP plan includes a component for ongoing advocacy with our funding agencies to ensure adequate funding for our programs that can be passed on to clients and ensure equitable pay for our staff. These steps also align with our strategy of being the agency of choice for clients, staff and funders.

DEVELOPMENT AND FUNDRAISING

The fundraising component of DROP aims to realize unrestricted funding that can be invested in enhancing our service delivery and supporting our staff. The success of these initiatives is also tied to the success of our overall strategies, including our desire to expand our reach, bringing new supporters into the fold to ensure that SCO can continue to fulfill its mission to serve New Yorkers.

FISCAL IMPACT

The strategies outlined in the Strategic Plan are those that will provide opportunities towards achieving ongoing financial sustainability. Where appropriate, we will pursue those opportunities that can be successfully funded by a partner, resulting in break-even performance or better.

In some cases, such as Clinical Services, our plan for an expansion will be incremental and any additional expansion would rely on revenue generated from these incremental changes.

Other areas, such as Workforce Development and potential For-Profit Ventures, may require some initial investment. In our experience, some Workforce enhancements can be absorbed by certain funders, but there may be unfunded components for which we would advocate in our budgeting process. Should we require upfront investments to support these initiatives, we will present a detailed proposal or business plan to the Board and include a forecasted return on investment.

The one area that will require necessary investments is Marketing and Branding. This is critical to support our Development and Communications teams, because their success will yield more revenue for the organization. This will have a fiscal impact for which we likely will not be able to identify a funding source.

Conclusion



Over the next five years, SCO will continue to adapt and innovate in response to changing community needs, funding landscapes, and technological opportunities. By fulfilling our renewed mission and adhering to our vision and values, we will enhance our capacity to serve 45,000 — and more — New Yorkers annually, ensuring they have the tools and support necessary for lasting well-being and success.

We look forward to partnering with our Board of Directors, funders, staff, community stakeholders, and—most importantly—our clients to make this Strategic Plan a reality. Our progress toward these goals will be assessed regularly, with updates shared transparently to maintain accountability and demonstrate the measurable impact of SCO's work.

Our Programs and Services

EDUCATION & COMMUNITY SERVICES

Nurse Family Partnership: home-based program to promote healthy pregnancy and child development

Early Childhood Education Centers: early care and education, preschool, pre-K, and extended day care

Early Head Start & Head Start: center and home-based child care and parenting support for families with infants and toddlers

Family Child Care Network: child care in small group settings

Wonder With Me: infant mental health initiative

After School and Summer Programs for school-aged youth

Transfer High Schools for over-age, under-credited students

Beacon Community Center at MS 35

FAMILY PERMANENCY & SUPPORTS

Family Counseling, Support, and Preventive Services

Enhanced Family Foster Care

Education & Permanency Support Services

Supports for Youth in Foster Care

- **Forward Journey:** ongoing coaching to promote education, career, and life skills goals as youth transition to adulthood
- **Mentored Internship Program:** career development and work experience opportunities
- **Passages to Adulthood**
- **Life Set**

Health and Medical Services for children and youth in care

Wendy's Wonderful Kids: finds adoptive families for the longest-waiting children in foster care

COMMUNITY HEALTH & WELLNESS SERVICES

Care Management: manages health care, behavioral health, and service needs of children and adults

Children and Family Treatment & Support Services: comprehensive services for children with behavioral health needs

High Fidelity Wraparound: services for youth with complex mental health needs and their families

Family Service Clinic: family mental health services

SCO Clinic: outpatient substance use treatment

Pregnant and Post-Partum Women's Services: to decrease substance use disorder, improve birth outcomes, and promote healthy child development

Madonna Heights School, Residential Treatment Facility, and Group Residence: for young women healing from trauma

Children's Community Residences: supportive home-like environments for adolescents with behavioral health needs

Off to College: support and resources for youth preparing for college or career

Fathers' Program: parenting skills, peer mentoring, and support services for non-custodial fathers

HOUSING SERVICES

New York City Family Shelters

Independence Inns: transitional housing for runaway and homeless youth

Brooklyn Youth Center: resources and services for runaway, homeless, and at-risk youth, open 24/7

RESIDENTIAL & YOUTH JUSTICE

Robert J. McMahon Children's Center & Tyree Learning Center for youth with intellectual and developmental disabilities

Ottolie Residential Treatment Facility and Theresa Paplin School for youth dually-diagnosed with mental health needs and developmental disabilities

Residential Foster Care: group homes for youth in care, including pregnant or parenting adolescent girls, LGBTQ youth, and youth with developmental disabilities

Close to Home: residential program for court-involved youth

Juvenile Justice Initiative: intensive therapy to prevent and change delinquent behavior

Young Adult Workforce Programs: educational and vocational services for young adults on Rikers Island and post release

Court Involved Youth Mental Health Initiative

Scattered Site Housing for youth formerly in foster care

Supportive Single Residence Occupancy: a residence for young adults dually-diagnosed with mental health and developmental disabilities

Food Pantry

SERVICES FOR INDIVIDUALS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

The Christopher School: a residential school for adolescents with developmental disabilities

Individual Residential Alternatives (IRAs): small group homes serving adults

Intermediate Care Facilities: residential programs with 24-hour nursing care

Integrated Community Supports enable individuals to remain at home and engage in community life

- **Day Habilitation Center**
- **Day Habilitation - Program Without Walls**
- **Community Habilitation**
- **Drop In Center**

Family Care: support and guidance in family homes for adults with developmental disabilities

Family Support and In-Home Respite for families and caregivers

Learn more about SCO's life-changing work at SCO.org.

STRATEGIC PLANNING TEAM

This Strategic Plan reflects the talent, insight, and commitment of numerous stakeholders, each contributing to the agency's shared vision for the future. Our heartfelt thanks to our Sponsors - SCO Board Chair Lee Vance and Board Liaisons for Strategic Planning, Corinne Hammons and Rick Mayberry; our Champions - SCO's Board of Directors and agency leaders; and the Project Team, whose commitment made this vision a reality.

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