



BROOKLYN  
COMMUNITY  
SERVICES

STRATEGIC PLAN (2018 - 2021)

## OUR VISION:

Brooklyn Community Services envisions **ONE Brooklyn Community** where everyone can realize their full potential.

## OUR MISSION:

Our mission is to empower children, youth, adults and families to overcome the obstacles they face. Together we partner with our community to ensure opportunities for all to access an excellent education, jobs, safe and affordable housing, quality health care and wellness programs.

**To achieve this mission we offer comprehensive and holistic services in the following areas:**

- **Early childhood education;**
- **Youth development and afterschool programs;**
- **Family services;**
- **Workforce development;**
- **Community living and life skills programs for adults with intellectual disabilities and /or mental health concerns;**
- **Health and wellness programs;**
- **Supportive housing and shelter;**
- **Adult basic education and ESOL; and**
- **We are on-call to provide disaster recovery case management and relief services.**

# OUR CORE VALUES

## COMPASSION

Our compassion and belief in the strength of the human spirit lie at the core of everything we do. We believe everyone has the right to a life of dignity and has the ability to contribute productively to society.

## DIVERSITY AND INCLUSION

We reflect the richness of Brooklyn and embrace its diverse people, culture and neighborhoods. We seek equitable access for all to share in the resources and tools that promote success in life. And we work to ensure that our programs, services and advocacy address the needs of all who live and work in the communities we serve.



## EMPOWERMENT

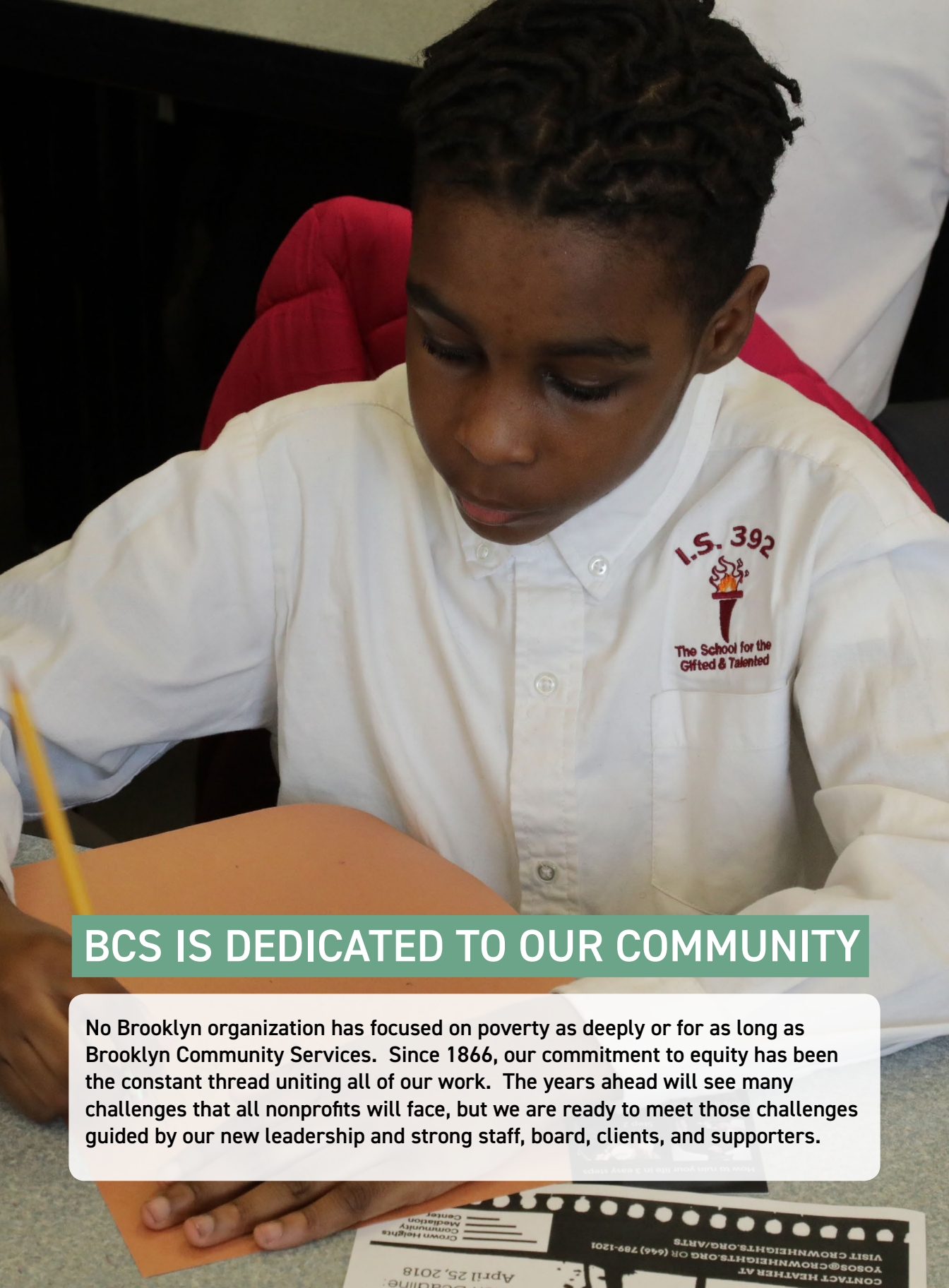
We partner with our program participants so they can build upon their own strengths to overcome challenges and achieve their life goals. We believe that residents' collective strengths help to make Brooklyn a place where everyone can thrive.

## EXCELLENCE

We strive to deliver innovative services of the highest quality. We join with consumers to continuously evaluate the results of our work and to identify more effective ways to meet their needs and those of the community.

## INTEGRITY

We hold ourselves to the highest professional and ethical standards. We use resources wisely, we learn from our mistakes and we are transparent with our supporters, consumers, communities and the public.



## OUR PLAN

**BCS WILL** educate disadvantaged youth from pre-K through high school and help to build a career-minded youth force. We will counsel families as they work to become stronger and more resilient, and we help adults living with intellectual disabilities and/or mental illness develop and sustain a durable network of support. We will offer homeless youth and adults the dignity, respect, and opportunity along with services and housing. For all those we serve, our goal is to instill confidence in their own potential to achieve.

**BCS WILL** partner with local organizations to empower families and individuals, not only through our services, but also by insuring that their voices are heard. We will serve all of Brooklyn but focus on neighborhoods where the need for and services are greatest. Our historical footprint has been Fort Greene, East New York and Bedford-Stuyvesant, and in recent years, we've expanded to serve Coney Island, Canarsie, Bushwick and Brownsville. With our new alliance with Turning Point Brooklyn (TPBK), we will serve Sunset Park and Red Hook.

Our services evolve as we recognize and respond to the needs of Brooklyn communities. Through our work, including our advocacy for social justice and equity, we help to make Brooklyn a place where everyone will have an opportunity to learn, grow and to contribute to ONE Brooklyn Community.

## BCS IS DEDICATED TO OUR COMMUNITY

No Brooklyn organization has focused on poverty as deeply or for as long as Brooklyn Community Services. Since 1866, our commitment to equity has been the constant thread uniting all of our work. The years ahead will see many challenges that all nonprofits will face, but we are ready to meet those challenges guided by our new leadership and strong staff, board, clients, and supporters.



## GOAL 1: PROGRAMS:

Building on the commitment and excellence that BCS has achieved in delivering social services, we will continue to refine and improve our existing services and broaden to implement new initiatives in housing, outreach, community and youth services.

**Strategy 1: “No Wrong Door”** - a comprehensive, holistic approach to client services. We will connect all of our programs, so that each time an individual or family engages with one BCS program, we are able to facilitate seamless access to all other appropriate resources and services.

**Strategy 2:** We will focus on educational and employment opportunities for youth, and will seek new opportunities to serve young people impacted by debilitating engagement with the criminal justice system. As we design and implement our youth-oriented programs, we will ensure that the needs of LGBTQ youth are addressed.

**Strategy 3:** We will continue to develop our family preservation program model, an innovative, therapeutic approach to urban family sustainability. We'll work to ensure this promising practice can be replicated and sustained. With our expertise in early childhood education, we will expand family childcare home-based services in areas where they are needed. We'll also broaden our network of community centers, linked to public housing and affordable housing developments in low-income areas.

**Strategy 4:** Ensure access to care for people who are disconnected from services. BCS and TPBK will initiate an innovative new “shower bus” program, offering the simple dignity of personal hygiene, as well as an access point for other services, including health homes. Health Homes links people with the health and behavioral health services that they need, including housing placement. Our outreach programs make connections with people who are homeless, living with or at high-risk for HIV/AIDS and/or suffering from drug addiction, especially those impacted by the opioid epidemic.

**Strategy 5:** Develop housing and supportive services in residential settings. Recognizing the tremendous and growing need in Brooklyn for affordable housing, especially for units that offer supportive services for vulnerable populations, BCS will build its capacity in housing development, focusing on supportive housing for those with intellectual disabilities, mental illness or youth who have experienced homelessness. We will expand our on-site programming and community-building services in affordable housing developments, focusing on the needs of families and individuals transitioning from shelter to permanent housing.

## GOAL 2: ORGANIZATIONAL INFRASTRUCTURE.

We will strengthen our internal operations to ensure that BCS can effectively meet the needs of a growing organization.

**Strategy 1:** Craft outcome metrics and strengthening our learning environment. We'll build on and refine our program performance metrics, to better assess the impact of our work. We will establish outcomes and cross-agency reporting to create the learning environment that we seek. Our organizational culture will encourage continuous program evaluation and improvement through data review.

**Strategy 2:** Invest in essential operations, including technology, human resources and facilities. We will invest in state-of-the-art information technology tools, both hardware and software, to enable better communication across the agency. We'll target greater resources to strengthen our human capital, including human resources support, training and leadership-development opportunities. We'll also complete the much-needed redevelopment and modernization of our headquarters, and will continue to seek opportunities to improve the built environment for our programs, clients and staff.

**Strategy 3:** Advance leadership opportunities throughout BCS and TPBK. 2018 marks the kick-off of a new strategic alliance between BCS and TPBK. We will empower and inform all board members, managers and staff throughout both organizations to become passionate and effective advocates and ambassadors for our work and can help to grow our support. We will continue to reach out to our community to identify new potential Board members, and new leaders for our robust and growing volunteer network. We will engage in intentional succession planning throughout all levels of our organizational leadership.

**Strategy 4:** Identify and manage risk. Risk management is a critical component of the work done throughout BCS and TPBK. We will operationalize our Enterprise Risk Management policy so that all board members, managers, and staff understand the various risks—be it financial, reputational, programmatic, legal, property/environment, or people, for example—that impact our organizations, understand their role in risk management, and apply an intentional, proactive, consistent approach to manage that risk.

## GOAL 3: Advocacy and Growth.

Build on the extraordinary success of the ONE Brooklyn Community Campaign.

**Strategy 1:** We will focus our **ONE Brooklyn Community** campaign, to highlight the equity divide within Brooklyn and to demonstrate how BCS programs create meaningful change. And, we will train staff, board, clients, and volunteers as ambassadors, to spread the word about BCS's programs through networking, public speaking and across social media platforms.

**Strategy 2:** Develop new private resources. We will grow private, corporate, and foundation support and gifts, leveraging those resources to support program innovation and to enable BCS to meet its goals.

**Strategy 3:** Ensure that the voices of people living in poverty are heard. Through our community organizing and outreach programs, we will empower BCS clients and supporters to advocate on behalf of the needs of the community, bringing attention to the issues that have defined BCS throughout our history and that continue to define our goals today as we seek to motivate positive change and to create **ONE Brooklyn Community**.





JOIN OUR VISION FOR ONE BROOKLYN COMMUNITY  
#ONEBrooklynCommunity



Brooklyn Community Services

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