



Brooklyn Community Services



COMMITMENT, ACTION AND ADVOCACY

2021-2024 Strategic Plan

“BCS does the work that helps us to live up to the highest ideals of our communities and understands that each of us is worthy and valuable, we just haven’t all received the same opportunities.”

–Nikole Hannah-Jones

Our Strategic Planning Process

BCS' strategic planning process was guided by a Strategic Planning Committee comprised of six (6) members of the Board and five (5) members of the staff executive leadership team. Board members included the Board Chair, Vice-Chair, Chair of the Strategic Planning and Program committees and Chair of the Real Estate Committee. The leadership staff included the Executive Director & President and the other members of the executive team.

The planning began in February 2021 and was completed in September 2021, at which time the plan was adopted by BCS's Board of Directors. The plan covers the period from September 2021 – August 2024.

The Strategic Planning committee met five (5) times to develop and shape the plan. These meetings were supplemented by:

- a series of Board-staff working group meetings around mission, vision and values, program, organizational infrastructure, and social justice in April through June 2021
- a Board retreat, held in May 2021, regarding the development of supportive housing
- presentation on workforce development programs in NYC at the June 2021 meeting of the Strategic Planning Committee
- a half-day staff retreat with over 50 managers, directors, and other organizational leaders at BCS
- 18 stakeholder interviews of Board members, staff, BCS consultants and community stakeholders conducted by BCS' strategic planning facilitator.

2021-2024 Strategic Plan

Our New Mission

BCS partners with people to overcome obstacles on their pathway toward self-determination.

Since 1866, founded on the principle of neighbors helping neighbors, BCS has worked in neighborhoods impacted by systemic poverty. Today, we continue to strengthen communities by fostering the educational success of children, the leadership development of youth, the employment and housing stability of adults, the advancement of individuals living with disabilities, and the empowerment of seniors and families.

Our work is rooted in the struggle for social justice and through action and advocacy, we commit to shine a light on barriers that perpetuate inequitable systems as a part of the collective effort to ignite change.



Our New Vision

BROOKLYN FOR ALL

BCS believes all Brooklynites should have the resources, education, opportunities and safety they need to thrive. We envision healthy and sustainable communities, where members are engaged as leaders, neighborhoods draw from their strengths and generations flourish together.



Our New Values



Compassion, Respect & Empathy We believe in the dignity, value and worth of the people in our programs and of our neighbors, colleagues and ourselves. We act with kindness, build trust and respect all those with whom we come in contact.



Empowerment We partner with the people in our programs so they can build upon their own strengths to overcome challenges to achieve their life goals. We offer tools, resources and support and opportunities for residents to thrive. We partner with our staff so that they can grow and develop professionally.



Diversity, Equity & Inclusion We reflect the richness of Brooklyn and embrace its diverse people, culture and neighborhoods. We believe that all Brooklynites should share in resources and opportunities that promote well-being and a successful life, and work to ensure that our programs, services and advocacy reach and include all who live and work in the communities we serve. We commit to looking at ourselves and making changes when needed for the betterment of BCS.



Innovation & Learning We are a learning organization and value innovation and learning so that we can continue to evolve and seek out the most efficient and productive ways to serve our community and help people reach their goals.



Integrity We hold ourselves accountable to the highest professional and ethical standards. We recognize that every employee has a responsibility to mitigate risk and seek out solutions. We are self-reflective and disciplined in listening to the people in our programs and to our colleagues. We use resources wisely, learn from our mistakes and strive to improve in service delivery to our clients and employees.



Partnership & Collaboration We partner with people in our programs to best support their goals toward personal growth. We partner with our colleagues at BCS to make our programs and services better. We partner with other non-profits to strengthen the array of services we are able to offer and to strengthen the sector as a whole. We partner with communities, government, and the private sector to address the needs of Brooklyn residents. In all of this, we communicate clearly and act with respect.

Our Six Goals

Goal 1

**Increase client access to
and retention of housing
and employment**



Goal 2

**Support and empower
youth in BCS's programs
to prepare for their future**



Goal 3

**Leverage BCS's current
programming to provide
new opportunities**



**Goal
4**

**Deepen BCS's DEI work internally;
communicate BCS's social
justice work widely**

**Goal
5**

**Adapt BCS's business model
to diversify revenue and
increase BCS's sustainability**



**Goal
6**

**Build BCS's organizational infrastructure
to support BCS staff and enhance BCS's
management capacity and operations**



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