

Oswego County Opportunities, Inc
STRATEGIC MANAGEMENT PLAN 2019-2021

Mission: OCO inspires partnerships and provides services that empower people, support communities, and change lives

Vision: It is the vision of OCO to be a leader in providing easy to access & high impact services that ensure people have resources to meet their basic needs, housing, transportation, health care, and skills for employment & self-sufficiency. These high impact services are achieved as a result of OCO's outstanding organizational capacity & operational excellence evidenced by its diverse fund development strategies, efficient systems, high standards, professional & dedicated employees, and effective collaborations with community partners.

Whose Need / Domain:		Target Implementation / Accomplishment Date:	OCO Leader Responsible:
AGENCY NEED - Strengthening Agency Capacity		2020	
Strategic Goal:	OCO will Build Organizational Capacity		
Strategic Outcomes:	OCO Equips Employees to lead today and tomorrow		
Strategies:	•Implement a Leadership Development Program	2021	<i>HR & Exec. Team</i>
	•Scholarship Types Developed for employees to engage in external Leadership Development Programs	2021	<i>HR & Exec. Team</i>
	•Develop a sustainable funding plan for continuous leadership development	2021	<i>HR & Exec. Team</i>
	•Develop Outlines for OCO Career Path Guides for 6 standard positions	2021	<i>HR & Exec. Team</i>
	•5 Employees are ready for tomorrow's leadership opportunities through development of a career planning leadership system	2021	<i>HR & Exec. Team</i>
AGENCY NEED - Strengthening Agency Capacity		Target Accomplishment Date:	OCO Leader Responsible:
Strategic Goal:	OCO will Build Organizational Capacity		
Strategic Outcomes:	OCO Drives a culture of assuring efficient systems & processes		
Strategies:	•OCO Provides development opportunities on systems thinking and critical analysis	2020	<i>Operations Team</i>
	•OCO will Develop & Assess Program systems to select 1 pilot dept & 2 program areas for engaging in improvement process initiatives	2020	<i>Operations Team</i>
	•OCO Develops continuous improvement cycle for engaging programs in improvement process initiatives	2020	<i>Operations Team</i>
AGENCY NEED - Strengthening Agency Capacity		Target Accomplishment Date:	OCO Leader Responsible:
Strategic Goal:	OCO will Build Organizational Capacity		
Strategic Outcomes:	OCO Advances Integrated Service Delivery to strengthen & support individuals & families		
Strategies:	•Develop a Strategic In-Reach & Communication system to enhance internal communications	2020	<i>SD of Operations & Executive Team</i>
	•Coordination of Care System developed and implemented between multiple 3 OCO Service Departments	2021	<i>Dep.ED & Service Directors</i>
	•3 OCO Service HUBS are available in a variety of locations throughout the county to assist individuals & families	2021	<i>Dep.ED & Service Directors</i>

Whose Need / Domain:	COMMUNITY NEED - Building Thriving Communities	Target Accomplishment Date:	OCO Leader Responsible:
Strategic Goal:	OCO will Increase Partnerships & Community Engagement		
Strategic Outcomes:	OCO continues its role as a leader in community partnerships regarding issues affecting individuals with low incomes, including, but not limited to: Transportation, Healthcare, Housing, & Employment		
Strategies:	•System developed for sharing, disseminating, & leveraging plans and actions of community groups OCO participates in, in order to review and adjust services to be effective, efficient, & relevant	2020	Exec. Team; Dep.ED & Service Directors
Whose Need / Domain:	COMMUNITY NEED - Building Thriving Communities	Target Accomplishment Date:	OCO Leader Responsible:
Strategic Goal:	OCO will Increase Partnerships & Community Engagement		
Strategic Outcomes:	OCO enhances the agency public image and marketing to enrich awareness in the community		
Strategies:	•Develop and Implement 1 Strategic Marketing plan that drives positive public image	2020	SD of Operations, PR Committee & Executive Team
Whose Need / Domain:	INDIVIDUAL & FAMILY NEED - Empowering Individuals & Families	Target Accomplishment Date:	OCO Leader Responsible:
Strategic Goal:	OCO will Provide Service Initiatives to Support Individuals & Families to Thrive		
Strategic Outcomes:	OCO empowers individuals & families with low incomes to thrive & achieve self-sufficiency		
Strategies:	•Implement use of 1 universal measurement tool to measure self-sufficiency of people in need	2019	Operations Team & Planning Unit
	•Implement a Trauma-Informed Care approach agency-wide to assist individuals and families to thrive	2021	Dep.ED & Service Directors
	•1 Social Enterprise (SE) Business developed to assist individuals and families with obtaining employment in order to thrive	2021	Executive Team & Fund Development / Fiscal
	•Secure 1 additional funding stream to expand permanent supportive housing for individuals & families to assist them to thrive	2021	Dep.ED & Service Directors
	•Develop, Implement, & Promote Asset Development (financial) activities for individuals & families to assist them to thrive	2021	Dep.ED & Service Directors